

U.S. DEPARTMENT OF STATE

# STATE

MAY 2010

MAGAZINE



*Chaos  
in Chile*

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Issue Number 545

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### On the Cover

The earthquake collapsed this bridge on the Pan American Highway south of Santiago.

Photograph by Paul Watzlavick

# Our Retirees and the Department: A Lifetime Relationship

It is with great anticipation that I look forward to welcoming our Civil Service and Foreign Service retirees back to the State Department on May 7 for our annual homecoming event, Foreign Affairs Day.

Foreign Affairs Day gives us a chance to reconnect with cherished friends and colleagues who have retired from the Department. Though they have moved on to another chapter in their lives, they remain an important part of the State Department family.

State is blessed with a large, active retiree community (more than 16,000 annuitants from the Foreign Service alone) that continues to be interested and involved in the work of the Department. There are numerous ways that retirees can—and do—assist us in addressing our priorities.

Retirees can help in our recruitment efforts, which are crucial to our success in implementing Diplomacy 3.0—an initiative to increase the size of the Foreign Service by 25 percent with commensurate growth in the Civil Service. We welcome outreach with local communities, particularly outreach that emphasizes the relevance and rewards of our work, mentors youth and encourages talented individuals from a wide variety of backgrounds to consider careers in foreign affairs. State Department retirees, as well as active duty employees, can also become volunteer recruiters by sending an e-mail expressing interest to [VolRecruiter@state.gov](mailto:VolRecruiter@state.gov). Up-to-date information on internship and job opportunities at the Department is on our award-winning Web site, [careers.state.gov](http://careers.state.gov).

We are also grateful for the many retirees who join our rolls for When Actually Employed service in the Department domestically or overseas. The 2010 National Defense Authorization Act has given us new authority to bring back certain retired Civil Service annuitants for part-time employment without affecting their annuity. We are in the process of working with the Office of Personnel Management to develop and issue guidance on how this program will work. We also are considering

how we might tap the energy and wealth of experience offered by retirees to help address staffing needs at the upper mid-levels (FS-01 and FS-02) that have resulted from lower-than-attrition hiring in the 1990s.

We encourage all retiring employees interested in possible future service to update your Employee Plus (EP+) profiles before you retire, so that we have a record of your skills, particularly those that may be in short supply at times of crisis or need. While EP+ does not replace WAE registers, it indicates a willingness to consider future service and includes skills beyond those contained in official records.

Whether they are interested in additional service or not, we want to provide our retirees with the very best customer service possible. Those with HR questions may contact our HR Service Center between the hours of 8:00 a.m. and 5:00 p.m. Eastern, Monday-Friday (excluding federal holidays.) The toll-free number is (866) 300-7419. Those who are outside the U.S. may call (843) 308-5539 or e-mail their questions to [HRSC@state.gov](mailto:HRSC@state.gov).

Retirees who did not receive a Foreign Affairs Day invitation may e-mail [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov) to request an e-mail invitation. Please include the following information in your e-mail: first and last names, date of birth, retirement date, whether Civil Service or Foreign Service, mailing address, phone number and e-mail address. Again, I look forward to seeing you at our 45th annual homecoming reunion.

If you have any general comments or suggestions about Foreign Affairs Day, State Department retirees or any other topic, please send them to me via unclassified e-mail at [DG Direct \(DGDirect@state.gov\)](mailto:DG Direct (DGDirect@state.gov)). ■



A handwritten signature in dark ink that reads "Nancy J. Powell". The signature is fluid and cursive, with a large initial "N" and a long, sweeping underline.

Nancy J. Powell  
Director General

# Unfair to Singles

I read with interest the article on the Department's Permanent Change of Station Lodging Program and how it is great for families and can save them thousands of dollars. I agree! I was hoping the article would address the program's discrimination against single employees.

I inquired about this in 2007 for my long-term temporary duty assignment. I was told I would be provided, for 10 months, a studio apartment with a Murphy bed. When I asked why a married couple would receive a one-bedroom apartment and I would not, I was told that, to afford to house families, single employees would have to stay in studio apartments.

Housing policies overseas do not discriminate against single employees in this way. The policy required me to pay \$5,000 or stay in a studio apartment, so I decided to pay for a one-bedroom apartment. I hope the Bureau of Human Resources can understand the need to be fairer to all employees and provide one-bedroom apartments for those on long-term TDYs. I think the satisfaction scores for the program would plummet if couples were treated this way.

**Robert E. Miller**  
Management officer  
U.S. Embassy in Minsk

*Mr. Miller is correct that this was the policy at the time he inquired. We had a limited supply of apartments and some were studio units, which had to be used to maximize the availability of the program. Since then, because of the comments from participants, we now allow participants who are single and will be in training for more than five months to upgrade to a one-bedroom unit. Also, the studios now have memory foam mattresses and their furniture is more conducive to longer stays. Ideally, all single participants would be offered*

*a one-bedroom unit, but with the contract as it now exists that is not possible.*

**Raphael Mirabal**  
Administrative officer  
Bureau of Human Resources

## Action Items

I read over the February edition of *State Magazine* at home last night, and its stories moved me to write to three different people: the Foreign Service National in Bolivia (my last post) who was the Bureau of Western Hemisphere Affairs' nominee for FSN of the Year; Jonathan Henick, whose post exercised the use of the Department of Defense NEO tracking system with the Department of State's evacuation requirements (another experience from my last post); and the regional security officer who helped French firefighters learn about New York City's emergency medical services. (What a creative idea!)

I use this magazine to collect great ideas, stay on top of Department developments and keep track of colleagues. It's really a quality publication!

**Kim DeBlauw**  
Management counselor  
U.S. Embassy in Ankara

## Berg Recalled

I encountered Johnny Berg, whose obituary appeared in the January issue, for only about 30 minutes in 1982, but he left a lasting impression. My wife, daughter and I were en route to Washington, D.C., but at the departure gate at Charles de Gaulle Airport in

Paris we learned our Air Zaire ticket wouldn't be accepted by TWA. Berg, who happened to be at the TWA desk, explained our problem to representatives of a French airline, which issued us a ticket that TWA accepted, getting us to the United States.

We made our flight, and Berg has always had a special place in my memory.

**Louis Pruitt**  
Retired Foreign Service officer

## Laughing Matter

I laugh out loud every month after opening the back cover of *State Magazine* and reading Brian Aggeler's cartoon. I know all the faces and bosses and goofy coworkers and so does my spouse, long suffering as she has been.

**Kit Traub**  
Chief, Political, Economic and  
Environmental Section  
U.S. Consulate General in Munich

## Author Clarifies

As the author of the "Greening IT" article in the April edition of *State Magazine*, I'd like to correct the first part of the story. The correct numbers should actually be half of what I provided: 31,632,632 kilowatt hours, not 63,265,265 kilowatt hours, and 3,555 households rather than 7,110 households. This was an inadvertent error on my part.

**Barbara Kuehn**  
Overseas operations manager  
Global Information Technology  
Management Program

## Talk to Us

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity. Only signed letters will be considered.

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# News



Douglas Griffiths, chargé d'affaires at the mission, joins intern Esther Joe in displaying the NWF certification sign.

## USUN REACHES GREEN MILESTONE

The U.S. Mission to the United Nations in Geneva, Switzerland, recently became the first State Department facility worldwide to be certified as a wildlife habitat by the National Wildlife Federation. The post gained the certification through the work of its “green team” and garden staff.

To be certified, applicants must meet such criteria as providing food sources for wildlife, such as seeds, fruits and berries; sources of water, such as birdbaths and ponds; wildlife cover, such as thickets and rock piles; and places where animals can raise their young, such as mature trees and

host plants for butterflies. Certification also requires sustainable gardening, such as using mulch, compost and chemical-free fertilizer. More information is at [www.nwf.org/gardenforwildlife/](http://www.nwf.org/gardenforwildlife/) or by e-mail at [info@nwf.org](mailto:info@nwf.org).

The mission’s staff transformed the mission gardens to minimize water and chemical use, maximize use of pollinator-friendly native plants, and ensure roosting, water and food sources. The green team even organized a workshop for the mission’s children, who made the birdhouses that were placed in the trees on the mission’s five-acre grounds.

The certification is the latest of several green accomplishments. For instance, working with the Bureau of Overseas Buildings Operations, the facility in 2005 became the first U.S. diplomatic building with a fully integrated solar-electric system, and in 2009, it became the second U.S. diplomatic facility in the world—and the first facility of any kind in Europe—to install an air-cooled chiller system based on magnetic levitation technology. The chiller demonstration project cuts the post’s carbon footprint and increases heating and cooling energy efficiency by up to 30 percent, OBO said.

Assistant Secretary Johnnie Carson, left, shares a laugh with Peace Corps Director Aaron Williams, center, and Peace Corps Chief of Staff Stacy Rhodes.



## EX-PEACE CORPS VOLUNTEERS CELEBRATE

In celebration of Peace Corps Week and the 49th anniversary of the Peace Corps' founding, the State Department employee organization Returned Peace Corps Volunteers @ State recently hosted a discussion with Peace Corps Director Aaron Williams, Assistant Secretary of State for African Affairs Johnnie Carson and Peace Corps Chief of Staff Stacy Rhodes.

"The Peace Corps is alive and well in the State Department," said Williams to a crowd of more than 60. He called service in the Peace Corps a life-defining leadership experience and a natural launching pad to a career in the Foreign Service and international development.

The Peace Corps is expanding its presence overseas and forming strategic partnerships with U.S. agencies, nongovernmental organizations and host-country agencies. Rhodes called on U.S. diplomats to "contribute to the growing relationship between the Peace Corps, the

embassy and other U.S. government agencies within the mission."

Foreign Service officer Marjorie Harrison, who served in the Peace Corps in Malaysia from 1974 to 1976, recalled her first overseas Department assignment in the Dominican Republic. There, she said, the embassy was so engaged with the Peace Corps that the ambassador and his wife kept a sign-up sheet for Peace Corps volunteers to come for the weekend, stay at the residence and use the pool. The ambassador would even leave a plate of chocolate chip cookies for the volunteers on occasion, she said.

The event is available for viewing in the BNET archives: [http://bnet.state.gov/category.asp?category\\_id=98](http://bnet.state.gov/category.asp?category_id=98).

Returned Peace Corps Volunteers @ State, which has grown to more than 400 members, will be preparing for the Peace Corps' 50th anniversary events in 2011 in Washington, D.C. For more information, visit [www.intelink.gov/communities/state/RPCV](http://www.intelink.gov/communities/state/RPCV).

## Conference Promotes Private-Public Partnerships

To promote development and long-term economic and political stability in Africa through innovation and the dissemination of technology, the Bureau of Economic, Energy and Business Affairs recently held a conference in Africa on intellectual property rights.

The conference, jointly sponsored by the bureau's Office of International Intellectual Property Enforcement and the Bureau of African Affairs, was titled Technology Transfer Solutions through Public-Private Partnerships and featured Assistant Secretary for Economic, Energy and Business Affairs Jose W. Fernandez as keynote speaker. Fernandez urged participants to tackle development problems by leveraging technological

innovation and public-private partnerships, which he termed "critical to accomplishing what neither side can do alone."

Fernandez proposed joint projects in public health and safety, food security and telecommunications, and said that private-public collaboration can "combine technology and business know-how with awareness of local needs and the ability to engage people and leverage resources efficiently." He said this is especially true where markets and institutions don't generate the commercial transfer and dissemination of technologies.

Speakers from the Global Development Alliance of the U.S. Agency for International Development, the State Depart-

ment's Global Partnership Initiative and the private sector addressed how to form and implement public-private linkages. The government speakers solicited ideas from private-sector representatives and said that overlapping strategic interests, such as when a developing country's development interests overlap the private-sector partner's business interests and capabilities, make for successful partnerships.

Panelists from Microsoft, Eli Lilly Company and the World Bank said that IPR protection is critical to successful technology partnerships. Possible partnerships originating from the conference are under discussion.



## Software Lets EAP Go Green

Getting a document cleared can be time-consuming, as can finding out what happens to a document after it's been drafted. What about accessing historical records of documents, so you don't have to reinvent the wheel? That's possible only for those blessed with an extraordinarily organized predecessor.

Late in 2009, the Bureau of East Asian and Pacific Affairs sought to relieve the burden on its printers by improving how it tracked and managed the approximately 9,000 papers that flow through its front office each year. From daily reports to memos for the Secretary, all of the documents had to be printed, tracked and logged. When officers left the bureau, any record of the paper they worked on often disappeared with them.

To address the problem, EAP and IRM's SharePoint team created an online database on a Microsoft SharePoint Web site to which they transferred all of Information Resource Management's electronic records. As IRM already supports SharePoint, the project cost EAP nothing extra.

The Web site has made the bureau's document system completely electronic. Bureau staff members who are drafting documents use the SharePoint site to submit documents for others to review. The documents are circulated and tracked using SharePoint, reducing the need to e-mail and print them repeatedly.

Document drafters can access the system at any time to see who is



From left, bureau Staff Assistants Thu Nguyen, Roniece Briscoe, Anthony Franco (seated) and Guy Margalith discuss the shift to electronic documents.

reviewing their work, and clearances can be requested and processed electronically. Authorized users can log into the site and comment on documents to the bureau's assistant secretary. Cleared documents are stored in the database and can be accessed and searched in the future.

Since the site's launch, more than 800 documents have been uploaded and cleared, and the site has logged more than 200 unique visitors from EAP alone. The project has decreased processing time, increased transparency and boosted the Department's Greening Diplomacy Initiative. To find out how to create a similar system, e-mail [EAP-Staff-Assistants-DL@state.gov](mailto:EAP-Staff-Assistants-DL@state.gov).

## SKOPJE HOSTS CONSULAR LEADERSHIP DAY

The U.S. Embassy in Skopje, Macedonia, hosted the sixth annual regional Consular Leadership Day in January. The event drew

more than 70 participants from eight embassies in the region, including Belgrade, Podgorica, Pristina, Sarajevo and Zagreb,

and for the first time attracted colleagues from posts in Sofia and Tirana.

The event, the largest of the six held so far, had a theme of "learn constantly." Presentations focused on consular issues and best practices. The U.S. Embassy in Skopje provided a tour of its new compound and the consular section, and held a digital videoconference with several offices in Washington, D.C., including those dealing with children's issues and overseas American services.

The conference "was a great opportunity to share information with our consular colleagues in the region," said Consular Chief Lauren May. Participants also collected funds for Department employees affected by the earthquake in Port-au-Prince, Haiti.



Consular Leadership Day attendees take a break from touring the new U.S. Embassy in Skopje.





Among those involved with evacuees in the wake of the earthquake in Port-au-Prince were, from left, Rebecca Ranshaw, José Guevara, Dianna Rooney and Cheryl Schaeffe.

## FLO Listens to Haiti Evacuees' Concerns

The day after the Jan. 12 earthquake that rocked Port-au-Prince, Haiti, U.S. Embassy Office Management Specialist Cheryl Schaeffe watched from her driveway as an embassy driver navigated the devastation to reach her house.

"I was so grateful I just gave him a big hug," she said.

The driver took her—and her cat—to the embassy, where she borrowed some extra clothes from the box kept for prisoners and got right to work. When the ordered departure was declared later that day, Schaeffe and many colleagues and friends were met at the airport by representatives of the Family Liaison Office and American Associates for the Foreign Service Worldwide volunteers offering coats, car seats, toys, books and diapers.

To provide evacuees with the opportunity to ask questions and share their concerns, FLO and the Bureau of Western Hemisphere Affairs held town hall meetings in January and February. At the first meeting, Director General Nancy Powell spoke, and FLO Director Leslie Teixeira identified the key interagency personnel who could help evacuees with

housing, replacing lost documents and enrolling children into school.

At the second meeting, attendees included WHA Principal Deputy Assistant Secretary Craig Kelly, Deputy Director of Western Hemisphere Affairs Marjorie Phillips and Director of Foreign Service Personnel at the U.S. Agency for International Development Susan Riley. The embassy's management counselor, Leo Voytko, participated via conference call.

Kelly called the interagency response "fast and tremendous" and Phillips expressed appreciation to the agencies and offices involved.

"Something resembling normalcy has returned," Voytko said. "Haitians have gotten businesses up and running, and 95 percent of the Locally Employed Staff, many of whom suffered enormous losses and are living in tents, is back at work."

Director of Employee Consultation Services Dr. Stan Piotroski, USAID social workers and representatives of the offices of Allowances, Assignments and Transportation listened to evacuees, answered their questions and helped them plan their next steps.

## Foreign Affairs Day Is May 7

The State Department welcomes its Civil Service and Foreign Service retirees May 7 to its annual homecoming event, Foreign Affairs Day. Secretary of State Hillary Clinton will deliver the keynote address and preside at the American Foreign Service Association's Memorial Plaque ceremony, which honors Foreign Service personnel who have lost their lives while serving abroad. Two sessions of off-the-record seminars from the regional bureaus on current foreign policy issues will be followed by a luncheon in the Benjamin Franklin Room from 1 to 3 p.m.

Employees who did not receive a Foreign Affairs Day invitation may e-mail [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov) and include their first and last names, date of birth, retirement date, whether they were Civil Service or Foreign Service, mailing address, phone number and e-mail address.



## Posts Raise Funds For FSNs in Haiti

Several posts and Department offices have held fund-raisers in recent weeks to benefit local staff in Haiti affected by the January earthquake.

Fund-raisers were held in Kigali and Rangoon, where \$2,000 was raised, and in Madrid, which raised \$1,250 from a burrito breakfast prepared by embassy volunteers. Bake sales were held at posts in Rio de Janeiro and São Paulo, Brazil, and Abuja, Nigeria. The latter two raised \$1,200 and \$1,000, respectively.

In Abuja, employees of the U.S. Agency for International Development also contributed \$2,965, and the sale of lapel ribbons raised \$1,525, for a total of \$5,490 contributed by the post.

Fund-raisers were held in Toronto, at a chili cook-off; Havana, at a lunch; and the American Institute in Taiwan, where a Super Bowl breakfast raised at least \$2,000 for the Red Cross.

Other fund-raisers were held worldwide. The U.S. Embassy in Nicosia's January bake sale, involving cookies and brownies baked in the ambassador's kitchen by more than 10 embassy children, raised more than \$200. At the U.S. Embassy in Tashkent, Uzbekistan, a February fund-raiser involving about 200 embassy staff helped raise \$2,250 for the FSN fund. Staff members donated food, drinks and prizes for the raffle drawings, and Uzbek singer Uktam Hakimov, whose wife is an embassy language instructor, sang several songs. Performer American Buffalo Big Mountain demonstrated the use of a whip, and several couples did Latin dancing.

"We wanted to show our sympathy and support," said Victoria Olsa of the community liaison office, which organized the fund-raiser. "We're really one worldwide community, and we need to support each other."

Among Department operations in the Washington, D.C., area holding fund-raisers was The Sounding Board, which raised \$300 at a happy hour event.

According to the Bureau of Resource Management, the Foreign Service National Emergency Fund had raised \$433,983 in donations by early March and had initially given \$100 to each Locally Employed Staff member at the U.S. Embassy in Port-au-Prince.

"My gift funds staff has worked overtime and on weekends to process the collections, and volunteered at a donation table outside the cafeteria," at Main State, said fund manager Donna Bordley.

"The need for donations is ongoing, and we thank everyone for your generous support," Director General Nancy Powell said.

One reason for the outpouring was that the Family Liaison Office had sent information on donating to the fund to all posts having CLOs, asking them to share the information widely. The fund is on the Web at <http://web.rm.state.gov/cfo/fsn/pg1.cfm>.



Tashkent Administrative Assistant Nadira Muradkhujieva dances Latin style with Marine Security Guard Lane Sherer.

## STATE MAGAZINE

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### Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by e-mail at [statemagazine@state.gov](mailto:statemagazine@state.gov); download them from our Web site at [www.state.gov](http://www.state.gov); or send your request in writing to *State Magazine*, 301 4th Street, S.W., SA-44, Room 348, Washington, DC 20547.

### Deadlines

The submission deadline for the July/August issue is May 15. The deadline for the September issue is July 15.

### Environmental Notes

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# Wanted: Qualified White Males

Although the above headline may sound like a cheap attention-getter, consider this: We have often heard it said that some organization is looking for “qualified women and minorities,” but we never hear of a search for qualified white males. We will address the case of invisible bias and subliminal negative racial expectations in another article, but for this discussion we are actually looking for the Department’s leaders to include white males when choosing those who will lead a modern Department of State workforce. By modern, we mean much more diverse. The 2010 decennial census will confirm what’s already predicted: By 2050, more than half of the U.S. population will be nonwhite.

The extrapolation for leadership success is easy to identify: Effective leaders must be competent and effective in leading a diverse workforce. So, in addition to what we already know about leadership (delegation, honesty, excellent written and verbal skills), what else does it take to be “qualified”?

Senior leaders come with a variety of skills, talents and abilities. Some are just naturally smart. Their brains work quicker, and they can solve problems easier than the rest of us. Some are well educated. They went to good schools, went to classes, learned a lot and continue to learn. Others are simply clever, alert and have an intuitive sense of politics, organizations and people.

However, there is one quality that all sitting senior managers have in common—none has made a career-ending fatal mistake. Most are very careful. Their cards are held close to the chest; they are cautious, disinclined to take unnecessary risks and always measured in personal expression.

It turns out, however, that effective diversity leadership is counterintuitive to the federal leadership culture. Rather than being reserved and self-protective, engaging in convincing self-disclosure is key. Beyond a general endorsement, a leader’s expression supporting diversity must be visible, specific, personal, persistent and intentional. Another key factor is deliberately stating, not once but periodically, that named subordinates are expected to adhere to diversity principles. Secretary of State Hillary Clinton’s Statement on Diversity expressed it well: “The key to promoting diversity at the Department is leadership. Every senior officer, manager and supervisor should ensure that the workplace for which

they are responsible runs on the principles of equity, fairness and inclusion. Leaders should also require adherence to these principles by their subordinates.”

We live in a management world where some white males never expected to work side by side with women as peers, not to mention as bosses, and where few expected open tolerance of our gay and lesbian employees or that one day the number of minority recruits and new hires combined would be equal to or greater than the number of non-minorities.

But these are our current and not too distant realities, along with changes in the use of technology and the speed of communication.

Although much of the dialogue about diversity and equal opportunity since the 1964 passage of the foundation Civil Rights Act has been dominated by issues of redressing past injustices and eternal moral imperatives, we are now in a war for talent and will be more so in the future, where attracting and retaining the best and the brightest will require demonstrable competency in diversity management. Such competency may also be more and more a metric by which management is measured for recognitions and promotions. Because the best practices may be counterintuitive to federal culture, we encourage Department of State

leaders to take advantage of learning opportunities, seek mentoring and avail themselves of helpful resources here and at the U.S. Agency for International Development.

By the way, minorities and women leaders are not exempt. Twenty-two percent of senior leaders at the Department of State are women, and 15 percent are ethnic minorities. They too will be held accountable for effective diversity leadership, since that competency is not genetic. Nobody gets a pass.

Call the Office of Civil Rights to request speakers, diversity training, information and general assistance on this and other topics. ■



*John M. Robinson*  
John M. Robinson  
Office of Civil Rights



From left, consuls Lee Calkins and James O'Brien go over information on American citizens in the Concepción area with local staff member Roxanna Pacheco.

# ***Earthquake in Chile: The First Hours***

Embassy Santiago brings order to quake chaos /// *By Richard Gilbert*

Marine Security Guard Sgt. Erik Mercado was alone in the U.S. Embassy in Santiago's Post One doing routine administrative work when he heard the first alarm.

"It was a generator alarm, and that never goes off," he said later. Suddenly, more alarms sounded, and the chancery building began to shake. He grabbed his "react" gear and helmet and sprinted for

shelter in the adjoining vault as the five-story building began to sway violently back and forth.

The great Chile earthquake of 2010 struck at 3:34 a.m. Saturday, Feb. 27, a time when all good boys and girls were sleeping soundly, and when embassy staffers, heads filled with plans for Secretary Hillary Rodham Clinton's pending Monday afternoon arrival, had long since drifted off.

At magnitude 8.8, the quake was a frightening demonstration of nature's power. It shook Santiago's homes, offices and historic buildings for at least 90 seconds. Everyone who was there said later they thought it would never stop.

Further south, in the city of Concepción and the towns of the Maule and Bío Bío regions, near the epicenter, a major disaster had struck, and the powerful quake

was only the beginning. Minutes later, a series of tidal waves broke over coastal towns and, within the hour, struck Chile's Juan Fernandez Islands, 415 miles distant in the Pacific, drowning people, towns and fishing communities.

A few blocks from the chancery building, Facilities Manager Therman Campbell and his wife Anna, the mission's co-community liaison officer,



These destroyed homes in Dichato reflect the earthquake's destructive power. **Below:** Information Officer Paul Watzlavick, center, and Diplomatic Security Agent Patrick Gordon, right, talk with a volunteer rescue worker in Dachato, a coastal community that was 80 percent destroyed by a tsunami.



dressed quickly and started toward the embassy from their apartment. Chaos met them. The building itself appeared

undamaged, but inside, the wild gyrations had brought down ceiling panels and fluorescent light fixtures; tossed files, papers

and equipment to the floor; and activated the building's sprinkler system, which soaked hallway and office carpeting. A ruptured rooftop cooling system sent more water flowing down the north staircase. Job one for Campbell was to stop the flow of water and coolant.

### Setting Priorities

Meanwhile, acting Regional Security Officer David Kuhlman had arrived at the chancery building after ascertaining that Ambassador Paul Simons and Deputy Chief of Mission Carol Urban were uninjured. His priorities were to secure the embassy's

perimeter—all external video was down—and to start the process of accounting for the safety and well-being of the more than 300 staff and families under Chief of Mission authority.

By then, additional Marine security guards had reached the embassy on bicycles from the Marine House. Consul General Chris Bendsen reached the embassy after a six-mile bicycle ride in the dark from his home in the distant northeastern suburbs where many embassy families live. Information Officer Paul Watzlavick, Duty Officer David Ricci and acting Management Counselor Curtis Presson, along with Art Saunders



The tsunami wave that struck Talcahuano pushed 75-ton fishing boats 500 meters inland. **Opposite page:** Consul James O'Brien, right, discusses the possible location of an American citizen with a Chilean official in Talcahuano.



and Mike Mansfield in Information Resource Management, were among other early arrivals.

Under Bendsen's direction, the group cleared space in a third floor conference room, cherry-picked undamaged computers and began the task of constituting a nascent task force. Slightly more than an hour had passed since the quake, and strong aftershocks—one registering a magnitude of 6.9—continued.

Communications were erratic; some land lines were operational, many others were not. Not surprisingly, the cell phone system had collapsed because of heavy traffic. Even the embassy's radio net was overwhelmed as messages poured in. Electricity was out in seemingly random patterns throughout the city. Television signals and Internet service were unbroken in the first hour after

the earthquake but failed for a few hours shortly afterward.

International phone service continued uninterrupted, enabling the embryonic task force to maintain contact with the Department's Operations Center. On the other hand, calls were coming in as the U.S. news media attempted to contact the embassy for situation reports and American families sought information about relatives.

### Multitasking

DCM Urban reached the embassy before first light and assumed leadership of the task force team. Bendsen and other arriving consular officers made their way carefully, through wet hallways filled with debris and litter, to the consular section, where they established a parallel consular operations center. Their priorities

were to broadcast a message to Americans and consular wardens throughout Chile, with special attention to the six wardens in the most-affected Bío Bío and Maule regions, and begin the arduous task of checking on the welfare of the thousands of possibly affected American citizens.

Simultaneously, task force members were monitoring the general situation from their location on the basis of phone calls and local radio and TV news reports and beginning the name-by-name checking of the welfare and whereabouts of all embassy direct-hire, Locally Employed Staff and contract employees. The Ambassador coordinated an early phone call between President Barack Obama and Chilean President Michelle Bachelet. President Obama, just eight hours after the quake, extended U.S.

solidarity with stricken Chile. As the morning hours passed, press requests became more frequent and insistent. The DCM was able to convene the embassy's full Emergency Action Committee for the first time at midday, and the first situation report was transmitted shortly afterward.

The task force, now coordinated by Political Officer Jennifer Spande and operating on several fronts simultaneously, had established a central e-mail address and direct phone lines and was working non-stop to stay ahead of media queries and to feed Washington's bottomless appetite for information and details. The effort to contact staff was ongoing.

"The key thing in the first hours and days was to reach out and touch everyone," said Duty Officer Ricci. The final





accounting, reached 72 hours after the quake, showed that no embassy staff or contractors had been injured.

Mission Disaster Relief Coordinator Mary Brett Rogers-Springs had joined the task force by midmorning and was already opening channels with Chilean disaster assistance officials to determine Chilean needs and to provide real-time information to the Agency for International Development's Office of Foreign Disaster Assistance. Chile's formal request for U.S. assistance was delivered on March 1 after the Ambassador had worked closely with Chile's foreign minister and presidential office.

## Reaching Out

After doing their part to ascertain the safety of all embassy military personnel and families,

Senior Defense Officer and Defense and Navy Attaché Capt. Rich Goodwyn and his Military Group staff turned their attention to determining the status of Santiago's international airport and contacting Chilean military officials in anticipation of U.S. government disaster relief assistance. The task force continued to transmit situation reports, now twice daily.

Meanwhile, Ambassador Simons was actively reaching out with appearances on Larry King Live, National Public Radio and other U.S. media outlets. Monday afternoon, 60 hours after the quake, a consular-public affairs team was deployed on the broken roads south to Concepción, Chile's second largest city, and to the surrounding disaster region to check on the status of hundreds of American citizens there, liaise with local officials, facilitate the

day three following the quake, with scheduled school openings postponed, the CLO staged an all-day community center in the embassy for families. Responding to the fears affecting some children and adults, and trauma aggravated by the continuing aftershocks, the health unit contacted a resident psychologist to conduct post-traumatic shock sessions in English and Spanish.

## Secretary's Visit

A critical element facing the embassy throughout the first hours was to review the security and overall situation in light of the Secretary Clinton's scheduled March 1 arrival. Passenger and service operations at Santiago's international airport had been seriously damaged by the quake, and the facility had already been closed to all incoming and outgoing civilian traffic.

visit was abbreviated to a four-hour airport stopover March 2 to reaffirm U.S. solidarity with Chile and to deliver personally to President Bachelet the initial tranche of U.S. disaster assistance in the form of two dozen satellite telephones.

At the conclusion of her Chile stop, the Secretary held a virtual meet and greet with embassy staffers gathered in the chancery building. Speaking to her colleagues as her plane took off from Santiago, the Secretary praised the embassy team on their extraordinary accomplishments. She cautioned, however, that the hardest work lay ahead—to support and assist Chile's recovery from the crisis and, by so doing, to maintain and strengthen the U.S.-Chile relationship.

Secretary Clinton's prediction held true. Already, the embassy had begun to manage a multi-



U.S. press arriving on the scene and report conditions to the task force in Santiago.

The embassy community liaison office played a key role in the first days following the quake. Coordinating closely with the task force, Campbell and co-CLO Nathan Spande poured out a stream of e-mail messages to the mission community with information, instructions and reassurance. On

At least one major highway leading to the airport was impassable, and the other was damaged. President Bachelet's arrival dinner for the Secretary was quickly cancelled in the face of Chile's national emergency. In the end, after close consultations by Ambassador Simons with the Bachelet government and representatives of President-elect Sebastian Piñera, the Secretary's

agency U.S. relief effort. But the details of the U.S. Mission to Chile's ongoing work in the days and weeks following and the remarkable U.S. disaster assistance operation that Secretary Clinton symbolically set in motion is another story. ■

*The author is a retired USIA Foreign Service officer who lives in Santiago.*

# Aiding Americans

Consular agencies in Mexico stand ready to help

/// By Charlene Robinson and John Palmerin

Imagine being on vacation in the picturesque beach town of Mazatlan, Mexico, enjoying the scenery and water sports, when you realize you've lost your passport—and you're 400 miles from the nearest U.S. consulate.

Not to worry; help is nearby. The U.S. Consular Agency in

Mazatlan provides emergency and routine services to its large resident U.S. citizen community and serves approximately 180,000 U.S. tourists each year. Its three employees work 700 miles from their supervisor at the U.S.

Consulate General in Hermosillo. You don't have to be in Mazat-

lan to enjoy such convenience. Fifty-five consular agencies in 27 countries serve U.S. citizens at popular travel destinations where there are no U.S. consular operations.

## Many Services

On one recent day, Mazatlan

consular agency employees accepted passport applications, provided information on Mexican regulations for foreign nationals who want to marry Mexican citizens and even gave directions to the nearest ATM. They also helped an Oregon family ship home the remains of a loved one who died while on holiday in Mexico and visited an American who was hospitalized after falling ill on a cruise ship.

That same day, they also went to the local jail to see another American who had been arrested the night before and answered calls from an American mother asking how to get a passport for her newborn child and from a family needing a loan to get home.

When a couple came into the agency to lament about their problems with a high-pressure condo salesman, the staff advised them on how to report the problem to the consumer protection agency in Mazatlan. At another point, one staff member called the Bureau of Veterans Affairs on behalf of an American veteran who was not receiving his pension, and another staffer called the Social Security Administration on behalf of an American in a local jail.

The consular agent in Mazatlan, John Palmerin, and consular assistants, Leticia Hernandez and Heather Kasemeier, collectively have more than 50 years' experience working with Mazatlan city officials to help U.S. citizens in need. They are themselves long-term local residents, and city officials are their neighbors.

Consular agency employees receive virtually the same training as consular officers and update their skills with distance-learning courses from the Foreign Service Institute. They are the face of the State Department in this busy resort town.



Consular Agent John Palmerin, left, and Ed McKeon stand outside the agency.





**Above:** A cruise ship captain meets Consular Assistants Leticia Hernandez and Heather Kasemeier, right. **Right:** American citizens receive services at the agency.

“The level of personal service and attention—not to mention accessibility—our consular agencies can give to American citizens is the envy of every consular section in Mexico,” said Ed McKeon, minister counselor for Consular Affairs in Mexico, during a recent visit to the agency.

### Joint Effort

Consular Agency Mazatlan works closely with the U.S. Consulate General in Hermosillo, which serves as the agency’s communication link for services or assistance and acts as its administrative arm, providing supplies and equipment and addressing personnel issues.

The consulate general also issues passports once the agency in Mazatlan ensures the passport application is complete. Using electronic transmission and delivery by a courier, emergency passports can be provided to a stranded traveler the next day.

If an American citizen dies in Mazatlan, the consulate provides the Consular Report of



Death to the family after agency employees have comforted them and helped them make funeral arrangements. The consulate general also ensures the agency has the extra hands it needs during the busy travel season or a weather emergency.

Although U.S. consular agencies are spread worldwide, one half of them are in Mexico, Spain and Brazil. Besides the agency in Mazatlan, 12 others in Mexico provide American citizen services, including single-agent offices in Reynosa and Piedras Negras and large offices in resort locations in the Yucatán and near the Pacific beach areas.

The work varies from place to place. In Cabo San Lucas, for example, the consular agent serves English-speaking Americans who travel and live

in a relatively small area of the southern Baja peninsula. By contrast, the agency in Oaxaca serves a population spread across a wide mountainous region where many American citizens are living in indigenous communities and may not speak either English or Spanish.

Whether working from street-side locations, brightly lit offices in resort shopping malls or even a grass shack palapa (in Playa del Carmen), consular agents are always there for Americans needing help and advice on living abroad. ■

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*Charlene Robinson is chief of American Citizens Services at the U.S. Consulate General in Hermosillo, Mexico, and John Palmerin is the consular agent at the U.S. Consular Agency in Mazatlan.*

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## Agents Provide Department’s Local Presence

*By Tony Greubel*

Consular agents are members of the Foreign Service appointed by the Secretary of State to provide limited consular services in a particular locale of a consular district. As early as 1801, the Department of State authorized consuls to appoint consular agents in ports other than their own if the consular district had more than one seaport where American vessels regularly called.

Today, 53 consular agencies are spread across the world, primarily in places that are distant from embassies or consulates but have large numbers of American tourists and residents.

The Department considers U.S. consular agents to be “honorary consular officers” within the meaning of the Vienna Convention on Consular Relations. The officers are residents of the consular agency locale, typically American citizens and are intermittent employees serving under limited appointments (typically, three years with possible extension). Consular agents are paid based on the estimated number of hours they are projected to work each week, considering seasonal adjustments.

A consular agency’s core mandate is to provide emergency assistance and passport/citizenship and notary services to American citizens under the supervision of the senior consular officer at the supervisory post. They may also perform such tasks as facilitating U.S. ship visits and supporting local visits by mission personnel. They are prohibited from engaging in formal political, economic or commercial reporting since they do not have full diplomatic status.

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*The author is a post management specialist in the Executive Office of the Bureau of Consular Affairs.*

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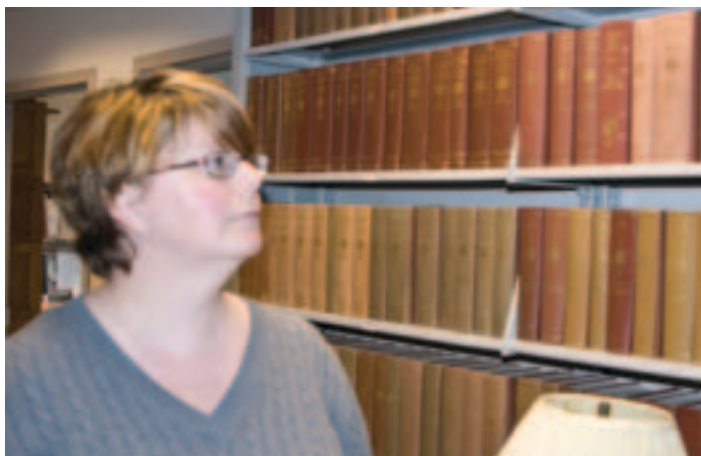
**T**he Department's Office of the Historian has launched a Web site that revolutionizes the ways Department employees and the public can learn about the history of U.S. foreign relations. The site, [history.state.gov](http://history.state.gov), allows keyword searches of the office's flagship publication, *Foreign Relations of the United States*, and of such other resources as the biographies of secretaries of State, an encyclopedia of key events in the history of U.S. foreign relations, a database of all principal officers and chiefs of mission reaching back to 1789 and essays on the history of U.S. relations with every country in the world. The site also offers lesson plans for teachers and essays for students on key themes and documents in U.S. foreign relations.

"It's exciting to bring the *Foreign Relations of the United States*, the oldest documentary publication of diplomatic history of its kind in the world, into the new millennium," said Acting Historian of the Department of State Edward Brynn. "We've taken the best traditions of documentary editions and transformed them into something arguably better than the printed original."

Historian's Web site breaks new ground /// By Dr. Joseph Wicentowski

# Digital History





**Above left:** Historian Mandy Chalou is involved in the office's digital initiatives. **Right:** Office of the Historian intern Forrest Barnum seeks a text in the office's library. **Below:** The author, left, discusses the new Web site with Historian Carl Ashley.

## New Tools

The glossaries of people and terms that are printed at the beginning of every *Foreign Relations* volume leap to life in the new Web site, with the relevant information about people and terms conveniently appearing next to every document. The footnotes pop up, allowing readers to follow cross-references to other documents and volumes with a single click.

The site's full-text search function searches across volumes, reducing search times to seconds. For instance, by typing a word such as "dust" into the search engine, 68 documents are found, revealing a curious history of diplomats' use of the phrase, "wait until the dust settles." A search on "Middle East" and "oil" brings 5,293 hits.

Brynn said the Web site "will bring American diplomatic

history into universities at home and abroad in a way heretofore unmatched in scope and convenience."

Since 1861, the *Foreign Relations* series has told the story of U.S. foreign relations through the original documents officials wrote at the time.

"Many Americans don't know that the United States was the first country to systematically publish its foreign policy documents," said Dr. William McAllister, the series' acting general editor. More than 450 volumes have been published, totaling tens of thousands of archival documents, and thousands more are released each year.

"Only those documents that illuminate how significant policies were formed make it into the *Foreign Relations* series," according to Dr. Adam Howard, one of several professional historians

in the Office of the Historian. After carefully selecting these key documents from the archives, the historians painstakingly annotate them so that they are accessible by the public.

## Old and New

In the Office of the Historian, the volumes of the *Foreign Relations* series, with their dignified gold-leaf lettering and ruby buckram covers, line the shelves. It's quite a different scene deep in the bowels of Main State, where a Web server named "history.state.gov" hums along, quietly doling out digits and documents to the farthest reaches of cyberspace. Tens of thousands of unique visitors access the site each month, and the server's records show usage is relatively constant throughout the day, suggesting an international audience.

The Web site arose after the Department's historians realized that their old content management system was not well suited to publishing the enormous volume of information. Seeking an alternative, they found an array of promising new technologies and open standards, particularly XML, which appeared to allow historians to annotate text and do searches and research in new ways.

"At first, it seemed too good to be true,"

said Dr. Amy Garrett, another of the office's historians. "We were skeptical that it would all work."

But it did, and the Web site has garnered positive reviews in publications, at conferences and from peers in other countries.

## Extra Benefit

The Web site's architecture has had some unexpected benefits. When in December federal agencies were required to submit three high-value data sets to the data.gov Web site within 45 days, many agencies had to scramble to comply. But the Office of the Historian was ready, according to Mandy Chalou, a historian involved with the office's digital initiatives.

"Because our server stores information in XML, data.gov's preferred format, we didn't have to convert or recompose our data—it was ready to go," she said.

The same platform will also generate the *Foreign Relations* publications in the new "ePub" format used by the new generation of e-readers. "Our eXist server has allowed us to develop features we never imagined at the outset, and the fact that it is a free, open-source product has allowed us to maximize benefits to the taxpayer and put our limited resources into high-quality content," Chalou said.

The Office of the Historian welcomes visitors to history.state.gov and feedback to the History Mailbox at history@state.gov. ■

*The author is a historian in the Office of the Historian.*





Kirby Simon takes a boat ride while on vacation in Bangkok.



# Good Works

Trust carries on namesake's good deeds /// *By Denise Shepherd*

Fifteen years after his death while serving at the American Institute in Taiwan, Kirby Simon is still making a difference in the Taipei community. The three new hospital beds at Taipei's Harmony Home shelter for HIV patients are the latest of the many undertakings of the charitable trust named for Simon, who died of carbon monoxide poisoning at age 25 while on his first overseas assignment with the State Department.

"With the growing number of people living with HIV/AIDS who are in need of shelter, medical assistance and support, we sincerely value this generosity," said Nicole Yang, founder and president of Harmony Home

Association, a 20-year-old nonprofit serving the HIV-positive community in Taiwan.

The J. Kirby Simon Foreign Service Trust founded in Simon's memory is dedicated to expanding the opportunities for community service, professional fulfillment and personal well-being of American Foreign Service personnel and their families, focusing on communities where Americans serve abroad. It has funded libraries, brochures, computer equipment and construction projects.

## Loved by Staff

When Simon was working at AIT in Taipei, he volunteered to teach English to

his colleagues from Taiwan in his spare time and became popular with the local staff. Jim Levy, who was chief of the nonimmigrant visa section at the time, said Simon "was loved by the local staff, specifically for volunteering to teach English classes—the content and style of which were a wonderful antidote to the test-driven, formulaic English classes that they had previously experienced."

Another co-worker from that time, Tony Lin, said, "He was not only like a colleague, he was like a friend." Simon would teach language classes two or three times a week—and any other time someone needed help. "We called him a living dictionary. He was always





**Left:** The beds at Harmony Home were donated by the trust. **Below:** AIT employees, from left, Jackie Wang, Julie Lee and Josephine Su remember Simon fondly.



willing to spend his own time to help people.”

Peggy Lee, another local colleague, remembers Simon’s warm spirit. She recalled a time when he sped to her rescue when she suffered a slight injury at the end of a long workday.

“He heard me yell, and he came running from his office,” she said. “I think he was more nervous than I was. He was not only being a colleague; he was more like family.”

Levy said Simon likely died because of carbon monoxide from a water heater on a glassed-in balcony at his apartment. Levy said he and his family had lived in that same building themselves, just a year before.

“One day we received a Chinese-language, comic-style pamphlet in our mailboxes from the city government about the risks of carbon monoxide poisoning

from flash heaters,” Levy said. “From that time on, we kept the windows to the balcony open and the door to the balcony shut, even though that meant that rain frequently came in through the balcony window.”

Since the tragedy, the Department has mandated carbon monoxide detectors in its housing where gas appliances are used, Levy said.

## Foundation Established

Shortly after Simon’s death, his family set up the foundation, a gesture that touched his former colleagues, many of whom came forward with donations and support.

“It took my breath away that John and Claire Simon set up a foundation to give money away in Kirby’s name and to do this through the State Department,” Levy said. “Their act has set an unmatched standard for grace under unimaginably terrible circumstances.”

Lin said, “I think his parents wanted to do something because he had good memories here.”

In the 13 years since it was created, the J. Kirby Simon Foreign Service Trust, [www.kirbysimontrust.org](http://www.kirbysimontrust.org), has awarded more than \$845,000 for nearly 400 projects worldwide. The projects are initiated or carried out by Foreign Service personnel or members of their families at American diplomatic posts abroad.

Compared with its first season of grants in 1997, when seven projects were funded at a total of \$14,750, the trust funded 44 proposals at a total of \$109,642 in 2009. Grants last year ranged in amount from \$350 to \$4,500.

In addition to beds for the Taipei HIV facility, projects funded for 2009 included a soup kitchen in Buenos Aires, construction of public hygiene stations in Thailand, summer camp for Roma children in Slovakia, books in Mozambique and Egypt, medical supplies in Bolivia and Mexico and digging of wells in Indonesia and Burma.

In Taipei, where the HIV-positive may be ostracized within their communities and families, Harmony Home provides shelter, care, support and education to 105 patients at five facilities. The trust’s funding of hospital beds and a medical cart helped Harmony Home provide palliative care. ■

*The author is the Community Liaison Office coordinator at the American Institute in Taiwan.*



# On the Fob

Massive snowfall = home work for some

/// By Ed Warner

During February's back-to-back snow storms in the Washington, D.C., area, some Department employees used their "fobs" as much as their snow shovels.

Fobs are small devices that generate the passwords that allow employees to "telework" by connecting their home computers via the Intranet to their office files and e-mail. The Department encourages telework, if eligibility criteria are met. During the storms, as many as 475 employees were logged in remotely at one time, pushing the network supporting these workers to 50 percent of its capacity.

During Feb. 8-11, the days the federal government in the national capital region was closed, the number of remote users reached 4,000 during one 24-hour period, three times the average. The figure represented almost a third of the 13,500 employees who have fobs. The Office of Personnel Management said so many federal workers were teleworking that the snow days cost the government \$71 million, not the \$100 million it originally estimated.

The extended closures offered the Department insights on the advantages and pitfalls of "fobbing" during a regional emergency, lessons that will help the Bureau of Human Resources and the Bureau of Information Resource Management improve the program, said June Kunsman, director of HR's Office of Employee Relations.





## Ground Rules

Teleworkers should have a telework agreement with their supervisor that, among other factors, specifies whether the employee will be teleworking situationally—on an as-needed basis, (minimally one day per month)—or as a core teleworker (at least one day a week). During the storms, employees followed the guidelines for teleworkers during a government-wide closure, as spelled out in a January 7 Department Notice.

But the snow closure highlighted an important point: Not all teleworkers are de facto emergency workers, and not all identified emergency workers are registered to telework.

“We need to prepare for different kinds of emergencies calling for different responses,” said Judy Ikels, chief of ER’s Work/Life Division. “We have to do a better job making clear to employees what their roles will be during emergencies.”

The Department’s primary emergency workers carried on through the recent storms. The Operations Center and Haiti Task Force continued nonstop operation. Security and building management personnel and the teams responsible for snow-clearing all were on duty, as were many other employees.

At the Bureau of Overseas Buildings Operations, the Real Property Management unit used telework to fulfill its promise of under-24-hour turnaround on lease waiver requests for employees needing residential quarters in Haiti, said Office Director John Lipinski. The waivers had to be approved rapidly because property was in short supply in Port-au-Prince in the wake of the January earthquake.

“Even in the snow emergency, we were able to turn [lease waivers] around in three to four hours—we were connected all the way,” he said.

## Emergency Planning

The Department is incorporating telework into emergency planning. In August 2009, HR and the Bureau of Consular Affairs held a telework drill that sought to load the Intranet with



**Above:** Georgia Hubert checked her e-mail regularly during the governmental closure. **Below:** Kelly Herberger edited an Office of the Inspector General report while teleworking.

as many teleworkers as possible. Ikels advocates additional drills and said, “Any employee who might be expected to carry out official U.S. government business from a remote location should have a telework agreement and practice teleworking at least once a month.”

According to ER, the drill made clear that obtaining a fob and mapping it to the employee’s shared network drive takes time, and that having too much e-mail in an inbox can cause problems

with Microsoft Outlook, even preventing e-mails from being sent.

For many employees, teleworking in early February helped them get work done on days when the federal government was open but they couldn’t get to the office because of hazardous transportation conditions.

“I couldn’t get to Metro—the station was closed” on Feb. 12

when the government reopened, said Kelly Herberger, a writer-editor in the Office of the Inspector General. So, Herberger edited an OIG report, which “is nice to do at home.”


Another teleworker, Georgia Hubert, also checked her e-mail regularly during the four days the government was closed “so I wouldn’t have 400 e-mails in my queue” when returning to the office. Hubert, director of Federal Assistance in the Office of the Procurement Executive, said she’s not classified as an emergency employee, but her work involves providing timely answers on grant funding. She cited receiving 1 a.m. and 3 a.m. contacts from Middle Eastern posts to say she uses telework to always be available.

“I take my fob with me wherever I go,” she said.

“We hope the ‘snow-pocalypse’ of 2010 may be the catalyst for a more refined look at the intersection of telework and continuity of operations,” Ikels said. ■



*The author is deputy editor of State Magazine.*



Sudanese refugee children  
take a break from their  
classes in Touloum Camp.

# Team Effort

Department aids refugees in Chad /// *By Geoffrey Parker*

On a windy day in Bahai, Chad, an isolated town on the edge of the Sahara Desert, you can hear an approaching airplane long before you can see it. Visibility is severely reduced by blowing dust, which can persuade even the most seasoned pilot to turn back without landing. This time, the pilot braves the elements and touches down, appearing suddenly through the dust to a group of departing passengers, including members of the Department's Bureau of Population, Refugees and Migration.

The PRM staff members were looking forward to escaping the 115-degree heat in an air-conditioned United Nations guesthouse. However, the nearly 30,000 Sudanese refugees in the nearby Oure Cassoni refugee camp enjoyed no such reprieve. For them, each day is like the next—a continuous cycle in what has become a six-year wait for the chance to return home.

## Relief Team

The refugees in Oure Cassoni are among some 270,000 Sudanese now living in Chad, most having fled conflict in the Darfur region of neighboring Sudan in 2003 and 2004. Today, they live in 12 camps along the border managed by the U.N. High Commissioner for Refugees. The UNHCR and more than a dozen other U.N. agencies and humanitarian nongovernmental organizations are partnering with PRM to provide life-saving services and offer the refugees a sense of normalcy and dignity.

The bureau's Chad team is made up of the Washington-based program officer and the N'Djamena-based regional refugee coordinator. The team monitors the humanitarian situation in eastern Chad to identify and prioritize refugees' assistance needs and program funds that will allow the implementing partners to address these needs.

In fiscal year 2009, the bureau programmed some \$45 million for its partners in Chad, enabling them to work in such sectors as health, water, sanitation and education. Bureau staff members' regular monitoring and evaluation trips to the camps allow the bureau to ensure U.S. funds are being used to the best effect.

The Chad team coordinates with other governmental partners such as the Office of Foreign Disaster Assistance at the U.S. Agency for International Development. OFDA aids thousands of Chadians displaced within their own country due to internal conflict. Within PRM, the Office of Refugee Admissions manages a new resettlement program in Chad that in 2009 brought some 200 vulnerable Darfur refugees to the United States.

Internationally, the European Union's humanitarian office, ECHO, is the next largest donor to the refugee situation in Chad, and PRM's Chad team coordinates regularly





**Clockwise from left:** A Sudanese refugee woman in Gaga Camp gathers food from her PRM-supported garden; PRM Refugee Coordinator Michael Zorick, right, and Budget Analyst Jennifer Hird discuss camp health matters with the local health director of the International Rescue Committee; PRM funds provide a tank and supply line carrying clean water to Oure Cassoni refugee camp.



with ECHO representatives in Brussels and N'Djamena. This helps prevent duplicative funding and enables the European Union and United States to uniformly advocate on humanitarian issues to the Chadian government.

## Bureau Strategy

In its annual development of a humanitarian strategy, PRM's most difficult task is the prioritization of funding. Chad is PRM's largest African country program in dollar terms, but many people in other countries also live under such circumstances. Funding a water project in the Bredjing refugee camp, for example, could mean less funding will be available for education in the Djabal camp or for health care in the Kounoungo camp.

Two factors chiefly drive the team's decisions. One is security. Despite the presence of U.N. peacekeepers in Chad, civilians and humanitarian workers have been subjected to increasing levels of robbery and car-jackings and, at times, even kidnapping and murder. PRM tries to mitigate these risks by funding aircraft travel to the camps. PRM has also used its humanitarian funds to support a Chadian police force, known as the Integrated Security Detachment, which provides security for the refugees in and around the camps.

The second factor driving the team's decisions is eastern Chad's designation as a protracted refugee situation, or one that is in existence for more than five years. Despite some positive steps toward achieving peace in Darfur in early 2010, the refugees likely will



remain in Chad for several more years. Therefore, with lifesaving services well-established in the camps, PRM is increasing its focus on activities that provide a longer-term benefit, such as education and vocational training.

Back in Oure Cassoni camp, children attend school, a man feeds his goats and a woman delivers a baby—all unaware of the decisions made thousands of miles away that affect their lives. Similarly, PRM's program officer in Washington may at times feel out of touch. Thus, it's good to get out to the camps—to feel the heat, meet the refugees and provide them with a face for the goodwill of the American people. ■

*The author is a program officer in PRM.*



Ostriches march  
around near  
Brandberg Mountain  
in Damara Land.



PHOTOGRAPH: JULIE PARENT





\* Post of the Month

# ***Windhoek***

Democracy evolves in stable Namibia /// *By Julie Parent*

Perched at 5,600 feet above sea level, Windhoek (pronounced vind-hook) catches plenty of southern Africa sunshine and often lives up to its Afrikaans-derived name: the windy corner. With a population of about 250,000 people, Windhoek is a tranquil city with a diverse mix of languages and cultures.

Located near Namibia's geographical center and ringed by the Khomas and Awas mountains, the capital has blooming jacarandas in the spring, ample rains in the summer and remarkable sunsets year round.

A network of paved and gravel roads fans out in all directions. Beyond Windhoek lie the sparsely populated savannahs and sandy deserts that define the harsh yet beautiful environment that more than two million Namibians call home.

This year, Namibia celebrates 20 years of independence. Politically, the country's post-apartheid history has been dominated by the South-West Africa People's Organization, the former liberation group that captured another landslide mandate in last November's general elections. Despite SWAPO's tight hold on power, a healthy multiparty system has emerged. The evolution of democracy has been supported by a robust judiciary and lively free press.

Namibia's political and social stability has allowed it to enjoy relatively strong growth, though it has not been immune from the effects of the global economic downturn. Mining, agriculture, fisheries and tourism account for the bulk of annual earnings. U.S. government investments in education, agriculture and tourism through a \$304 million Millennium Challenge Corporation Compact seek to strengthen sustainable economic growth.

Namibia's constitution is one of the first in Africa to incorporate environmental protections. Together, the United States and the government of Namibia have supported innovative communal conservancies to promote wildlife tourism and local ownership of tourist destinations.

## Cultural Diversity

Like much of southern Africa, Namibia's cultural diversity reflects the region's history as a crossroads for migration and a prize sought by European colonial powers. Namibia's earliest inhabitants were the San Bushmen, hunter-gatherers whose cave paintings still dot the landscape. Over time, other tribes



**Top:** The oryx is the national symbol of Namibia. Here, one of the long-horned antelopes strolls through Namib-Naukluft Park, which is home to some of the highest dunes in the world.

**Above:** A San elder in the town of Tsumkwe sports a non-traditional cap. **Right:** From left, C. Thataone, Minister of Health and Social Services Dr. Richard Nchabi Kamwi, Ambassador Dennise Mathieu and Centers for Disease Control and Prevention Director Dr. Jeff Hanson inaugurate the new Kuisebmond HIV Clinic in Walvis Bay.







Jacarandas bloom in a residential neighborhood of Windhoek. **Below:** Celebrating Labor Day at Grootberg Lodge in Damaraland are, from left, Oliver Pierson, Millennium Challenge Corporation deputy director; Julie Parent, embassy newsletter editor; Karyn DeParis, office management specialist; and Frank DeParis, economic officer.







**Top:** Embassy family members Jeff Jenks and Katina Pappas-DeLuca, back left and right, volunteer with the Kids' Reading Program in Katutura Township. **Above:** Ambassador Dennise Mathieu and Prime Minister Nahas Angula toast the signing of the Millennium Challenge Corporation Compact in July 2008. **Right:** From left, Regional Security Officer Frank Bowen, Financial Management Officer Richard Atkinson and Budget Analyst Paul Smith celebrate Heroes' Day by participating in a potjie contest. A potjie is a stew prepared outdoors in a cast-iron pot.

came. Bantu-speaking Owambo people settled the rich farmlands of the north. The Nama arrived from the south around 2,000 years ago, followed by the Damara who settled in Namibia's central highlands during the ninth century. The cattle-herding Herero arrived in northwest Namibia in the 17th century.

The arrival of European settlers in the late 19th century added a new and explosive element to the competition for land and resources. German and British missionaries led the colonial charge, followed by mineral prospectors and cattle ranchers, who progressively pushed native tribes off their traditional homelands.

Germany claimed Namibia as a colony in 1884. German rule was marked by the discovery of diamonds and frequent violent conflict with the Herero and Nama peoples. At the onset of World War I, South African forces overwhelmed the smaller German colonial army and established an 80-year occupation, which included the imposition of apartheid laws and the disenfranchisement of the majority of the black African population.

In 1966, SWAPO expanded its armed resistance against South African rule. In 1978, international pressure on South Africa led to a United Nations resolution calling for free elections. However, it took another 12 years of conflict and negotiations before Namibia emerged as an independent nation. A constitution was drafted, and the first post-apartheid election was held in 1990, leading to the inauguration of Sam Nujoma as Namibia's first president.

Addressing the historic inequities of the apartheid era remains a challenge for Namibia, which has one of the world's widest income disparities.

## Land of Contrasts

From the resort town of Swakopmund, where "sandboarding" on steep red-orange sand dunes and some of the best oysters in the world await, to the remote Skeleton Coast National Park, dotted with shipwrecks and large colonies of cape fur seals, Namibia's largely pristine coast is breathtaking. Namibia's wilderness offers opportunities for face-to-face encounters with elephants, giraffes, springbok, oryx, antelope and big cats. In the dry season, a wildlife spectacle occurs at water holes in the Etosha National Park.

Looking for a river-borne safari? The northeastern region of Namibia is the place to go for hippos, water buffalo and world-class birding. With a stretch of the Okavango River and three other major



PHOTOGRAPHS: (FROM TOP): U.S. EMBASSY WINDHOEK; HENOCK HANDURA; AND JULIE PARENT



rivers forming its boundaries, this remote corner of the country is the gateway to Victoria Falls. Namibia's Fish River Canyon is the world's second largest canyon.

Namibia's scenic gems, from the Namib desert to Epupa Falls, are highly accessible. Paved roads connect major cities, and rural areas are easily accessed via well-maintained gravel roads. Extensive mobile phone networks and plentiful fueling stations keep mission staff and families safe when traveling. The accommodation choices run from isolated campsites under the canopy of southern-hemisphere stars to five-star luxury lodges and home-style ranches and hostels. Tourism is an increasingly important source of revenue for rural communities, which manage some of the wildlife parks and help develop new tourist attractions.

### Mission Priorities

The United States has been present in Namibia since independence, beginning with the Peace Corps, which helped teach English as the new official language of the country. Today, six U.S. agencies implement the mission's strategic priorities and support Namibia's development goals. With a 15 percent general prevalence of HIV infection, Namibia is a focus country for the President's Emergency Plan for AIDS Relief. This fiscal year, PEPFAR will provide \$102 million for comprehensive HIV/AIDS prevention, treatment and care programs.

The U.S. Mission consists of a small but tight-knit community of 147 employees representing the Department of State, U.S. Agency for International Development, Centers for Disease Control and Prevention, Peace Corps, Defense Department and Millennium Challenge Corporation. Agency offices are spread around town, but traffic is not a problem in Windhoek, with commutes averaging less than 10 minutes. The official American community mostly lives in two neighborhoods within a mile of the city center and less than five miles from the Windhoek International School.

The school has 306 students from around the world. The curriculum is based on the International Baccalaureate system, with the Primary Years Program for kindergarten through middle school and the full IB curriculum at the secondary level. A new emphasis is being placed on teacher training, governance and parental involvement.

Windhoek has excellent restaurants and many social activities, from film festivals and art exhibits to cookouts and sporting events. Children have abundant opportunities to stretch their legs and minds through swimming teams, horseback-riding lessons, art and music courses and plenty of open spaces.

Employment opportunities are available for spouses and partners within the mission and locally. Volunteer opportunities to work with students and disadvantaged groups abound. Those who serve in Namibia can look forward to a challenging yet rewarding experience. ■

*The author is the newsletter editor at the U.S. Embassy in Windhoek.*

## At a Glance >>> Namibia



**Capital:** Windhoek

**Government type:** republic

**Area:** 823,145 sq. km.

**Comparative area:** roughly the size of Texas and Louisiana combined

**Population:** 2.1 million

**Languages:** English (official), Afrikaans, German and indigenous languages

**Religions:** Christian and indigenous beliefs

**GDP - per capita:** \$6,400

**Agricultural products:** millet, sorghum, peanuts, grapes and livestock

**Export commodities:** diamonds, copper, gold, zinc and lead

**Import commodities:** foodstuffs, petroleum products, fuel, machinery and equipment

**Currency (code):** Namibian dollar (NAD)

**Internet country code:** .na



Source: Country Background Notes

# Building Leaders

Civil Service employees learn management skills /// *By Ed Warner*

The Graduate School, a Washington, D.C., institution, offers federal Civil Service employees at grades 5 through 11 two programs to boost their leadership skills, the three-month Aspiring Leader Program (GS 5-7) and the six-month New Leader Program (GS 7-11).

The programs are free to employees selected by the Department, with the employee's bureau paying the employee's tuition and travel and per diem expenses, if any.

Passport Specialist Joelle R. Quirk said the NLP improved her career and her personal life. "Participating in the NLP has been the single most important decision I've made, professionally and personally," she said.







Alice Ross plans to use her NLP experience to expand her horizons.

## Increased Competency

Alice Ross, who graduated from the NLP in February, said the program “increased my awareness of the skills and competencies I needed to work on, to better work with others outside of the areas I was used to.”

Ross has spent the past 10 years doing J-1 visas for exchange programs in the Bureau of Educational and Cultural Affairs, and now wants to move into human resources work. In the NLP, she did her 30-day developmental assignment in that specialty.

She hasn’t gotten a new job in HR yet, she said, but she expects to because the NLP “gave me new tools and initiative to become a leader.”

Students in the NLP and ALP get to work with other agency employees because both programs are based on “learning teams” of students who are drawn from a variety of federal agencies, said Kimberly Robinson, director of the Center for Leadership and Management at the Graduate School. The school was until last year housed in the U.S. Department of Agriculture.

Robinson said the use of learning teams makes the ALP and NLP different from similar programs for private-sector employees, in which aspiring managers might be grouped only with others from within their company.

Another advantage of the programs for federal employees specifically, Robinson said,

is that they emphasize the management, supervisory and leadership competencies that the Office of Personnel Management sees as critical to individual and organizational success in the federal government. The programs also emphasize self-awareness, leading by building coalitions and collaborating, and effective communication, she said.

Two differences between the ALP and NLP are that NLP learning teams must jointly produce a final project and team members must each engage in a 30-day developmental work assignment outside of the office where they usually work. Both the ALP and NLP involve readings on management, manager interviews, shadowing managers as they work and developing a leadership development plan.

Instances of employees leaving the Department after taking the NLP are rare, said Lana Chung, Leadership Program coordinator in the Office of Civil Service Human Resource Management. In fact, the Department benefits, she said, because the employees gain needed skills and become “connected, not only within State, but with other organizations.”

Employees who succeed in the programs have to be self-starters who are good at networking, she said. For instance, they must independently arrange where they’ll do their 30-day assignment, and this can involve cold-calling those who might have a temporary job opening, she explained.

## Lots of Work

The programs’ students must also be ready to do a lot of work, Ross said, pointing to the sheer amount of writing required: eight reports, two book reviews, two interviews, a job-shadow assignment, 30-day impact paper and the team project. “A lot of people might get turned off by that” amount of work, she said.

The level of work, Chung said, may explain why there are rarely too many Department applicants for either program. This means, she elaborated, that employees who apply are likely to be accepted—as long as their bureau will pay the tuition. The NLP tuition is \$3,220, and the ALP tuition is \$2,758.

To apply for one of the programs, employees need to complete and give to their bureau’s training officer the Graduate School’s application, a signed SF-182 Training Request Form, a copy of their résumé or OF-612 and a signed DS-3070, the Foreign Service Institute Training Agreement. The materials are sent to the Civil Service Human Resource Management Office for evaluation.

The deadline to apply for the next ALP session is July 16, and the application deadline for the next NLP is June 24. ■

*The author is deputy editor of State Magazine.*

# Youthful Teachers

Mentoring keeps Department principals tech-savvy

/// By Daniella Gayapersad-Chan and Philip A. Shar

The State Department's Reverse Mentoring Demonstration Project represents a twist on traditional mentoring: It lets senior Department principals learn about social media and new technologies from much-less-senior colleagues.

The effort is sponsored by the Office of Civil Rights and the Young Professionals Society, an affinity group whose members are direct-hire employees of the Department or U.S. Agency for International Development. Entry- to mid-level employees teach senior Civil Service and Foreign Service officers about new technologies such as Facebook, Twitter, iPods and BlackBerrys. The mentors provide hands-on training in exchange for insight into a senior officer's experiences. Sometimes, they are invited to staff meetings and other events.

## GE Innovation

Reverse mentoring was pioneered by Jack Welch, former chief executive officer of General Electric, in the early 1990s when he realized that junior employees possessed skills with the Internet and new technologies. He instructed hundreds of senior executives to pair with junior employees to learn about the Internet in an effort to gain a competitive advantage regarding the newest technologies.

At the Department, the Reverse Mentoring

Demonstration Project has been an overwhelming success. Philip Shar of the Bureau of Overseas Buildings Operations coordinated the project. He began by conducting an inquiry to assess the senior mentees' interests and place them with the right YPRO volunteers.

Eight Department principals volunteered to be mentored, including John Robinson, Chief Diversity Officer and director of the Office of Civil Rights; Eric Boswell, assistant secretary for Diplomatic



Reverse Mentoring Demonstration Project Coordinator Philip Shar makes a presentation to project participants and representatives from employee affinity groups and the Civil Service Mentoring Program.





**Left:** Mentors Angi Pendergrass, right, and NaKissa Smithers meet with Rod Morgan, center, of the Disability Action Group.  
**Below:** Philip Shar, right, and Civil Service Mentoring Representative Jason Tolub discuss the program.



Security and director of the Office of Foreign Missions; Michael Kirby, principal deputy assistant secretary in the Bureau of Consular Affairs; Rose Likins, deputy director of the Foreign Service Institute; Melissa Lytell, a director in the Bureau of Human Resources; Jonathan Margolis, deputy coordinator for Global Programs in the Bureau of International Information Programs; Adam Namm, acting director of the Bureau of Overseas Buildings Operations; and Chief Information Officer Susan Swart.

The YPRO volunteers—Jennifer Cole, Daniella Gayapersad-Chan, Katherine Harris, Nicholas Klinger, Cristina Logg, Angi Pendergrass,

to participants. Representatives from the Department's employee affinity groups and the Bureau of Human Resources' Civil Service Mentoring Program mingled with the mentors and mentees to learn about the project.

Mentoring "was a unique learning experience and a rewarding professional endeavor," Verdi said. ■

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*Daniella Gayapersad-Chan is a diversity and outreach specialist and Title VI coordinator in the Office of Civil Rights. Philip A. Shar is an OBO program analyst.*

NaKissa Smithers and Mariel Verdi—met with their mentees for one hour a week over the course of six weeks. The lessons focused on social media on a personal level, but the junior mentors also demonstrated the value of new technology in one's professional career.

## Great Resources

"Twitter and other social-networking tools are great resources for keeping up to date on the topics and industries you're interested in," said mentor Cole, chair of YPRO's executive committee. "If you're interested in international development issues, for example, you can follow practitioners in the field to get real-time information about development projects."

The mentees provided a glowing report of the program and their experiences. Margolis said he benefitted from personal lessons in social media and believes the Department took a step in the right direction by using the talent of skilled junior employees. Namm said his mentor, Klinger, was an excellent resource, even offering help outside of the lesson.

The mentors were also pleased. Verdi, a Cooperative Education student paired with Office of Civil Rights Director Robinson, said an "aha" moment occurred for Robinson during a lesson on Facebook—he realized how easy it was to use the service to connect with former colleagues and friends.

Robinson thanked Verdi for the lessons, in part, by inviting her to staff meetings and a special reception for former Kellogg Fellows.

The Office of Civil Rights showcased the project in February with a culminating event that featured Under Secretary for Management Patrick Kennedy, who distributed awards





# In Conference

Office helps U.S. succeed at international meetings /// By Andrea Richter

Few know of the hard work performed by staffers from all over the U.S. government to ensure effective U.S. participation in the United Nations Climate Change Conference in December in Copenhagen. These unsung heroes include the Office of International Conferences, where staffers scrambled to secure hotels for last-minute travelers, provided control rooms for late-night conference work and registered delegates in the midst of massive security lines.

The Office of International Conferences, the oldest office in the Bureau of International Organization Affairs, facilitates international conferences as one means to support the U.S. government's renewed emphasis on multilateral diplomacy.

"Our nation's most pressing foreign policy challenges are truly multilateral in nature, and

much of the work we do on these issues plays out at conferences, summits and innumerable working-level gatherings," said Assistant Secretary of State for International Organizations Esther Brimmer.

## Conference Coordination

Busier than ever, in 2009 IO/C provided accreditation to 4,100 delegates to 375 conferences in 68 cities worldwide.

"These gatherings require coordination and organizational energy, and more than ever IO/C must ensure that U.S. delegations are fully prepared to capitalize on opportunities" Brimmer said.

Office Director Denise Urs heads an 18-person team that ranges from Betty Brown and Jan Lenet, who have worked in the office for more than 30 and 15 years, respectively, to

new hires and interns such as Laura Hettinger.

"Since conferences are the mechanisms to work through global issues and develop policies, IO/C is now playing an even greater role in achieving U.S. foreign policy objectives," Urs said.

Hettinger, a graduate student at The George Washington University, said her work in IO/C complements her coursework and provides practical first-hand experience in the topics discussed in her classes.

"Working in IO/C has given me a better understanding of the U.S. relationship with international organizations," she said.

## Two Divisions

The office has two divisions, Programs and Administration. The former is responsible for the accreditation and credentialing of official U.S. delegations and ensures that U.S. delegations are the appropriate size and makeup to realize foreign policy objectives. The division's budget analysts assist with the travel and funding expenses of delegations and report annual expenditures to Congress. Senior Budget Analyst Roslyn Boone-Chaplin manages a \$3 million budget to help fund more than 350 travelers and provide onsite support for about two dozen major conferences each year.

The Administration branch coordinates logistical support to U.S. delegations participating in international conferences by preparing travel orders, providing participation guidelines, negotiating with vendors for accommodations, setting up communication control rooms, arranging local transportation and staff and troubleshooting for unforeseen challenges.



Members of the office's team for APEC were, from left, Nick Schmit, Victoria Gray, Loleta Abdullah and Terry Daru.

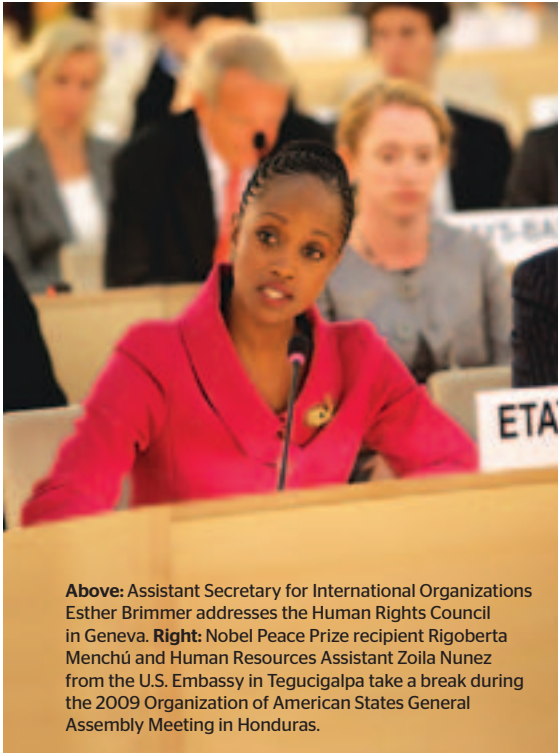


**Above:** The office's administrative team includes, at rear from left, Andrea Richter, Tony Kleiber and Gail Pechuli. In the front from left are Sally Gadsden and Vicki Garcia. **Below:** Office leaders are, from left, Tony Kleiber, Olivette Hooks, Office Director Denise Urs and Charles Childers.



PHOTOGRAPHS: (LEFT): KURTIS COOPER; (OPPOSITE PAGE LEFT): JESS HOFFMAN; (RIGHT): SALLY GADSDEN





**Above:** Assistant Secretary for International Organizations Esther Brimmer addresses the Human Rights Council in Geneva. **Right:** Nobel Peace Prize recipient Rigoberta Menchú and Human Resources Assistant Zoila Nunez from the U.S. Embassy in Tegucigalpa take a break during the 2009 Organization of American States General Assembly Meeting in Honduras.



The Administration branch also helps coordinate events for major conferences and large delegations. The branch surveys event sites, supervises on-the-ground activities and coordinates with local U.S. missions. The extensive travel has kept the staff particularly busy in the past 12 months, due to the number of major conferences.

Management Officer Sally Freeman Gadsden said her job allows for travel, meeting a variety of different people and experiencing special events. A trip to the Organization of American States General Assembly meeting in Honduras a year ago was especially memorable. Not a day into the trip, she was awakened by a 7.3-magnitude earthquake.

Despite the quake, Gadsden managed to establish a control room where the U.S. delegation could conduct business. During the conference, she and embassy staff members met Nobel Peace Prize winner Rigoberta Menchú. Gadsden left the country just one day before a political dispute sent Honduras' president into exile.

The office is heavily involved in supporting the annual United Nations General Assembly meeting, in coordination with the U.S. Mission to the United Nations. In late 2009, IO/C staff worked for many weeks to assist the U.S. delegation to the General

Assembly. Secretary of State Hillary Clinton visited the office staff to observe its control room's operations.

The office is already gearing up for this year's General Assembly and is also preparing to fund and accredit U.S. delegates to the UN Human Rights Council. The United States was elected last year to a three-year term.

### Major Effort

The December climate change conference in Copenhagen marked a major IO/C effort, undertaken with the U.S. Embassy in Copenhagen, the Office of the Special Envoy for Climate Change, the Bureau of Oceans and International Environmental and Scientific Affairs and other offices within and outside the Department. These partners worked to ensure that the large U.S. delegation, representing the executive and legislative branches, received hotel accommodations, was properly accredited and registered, and had access to an operating control room—all in the midst of 40,000 attendees.

This was no small task; Management Officer Marilynne Bonner, Director Urs and intern Andrea Richter fielded airport phone calls of frantic travelers, accommodated presidential and secretarial visits and even conjured hotel rooms in Copenhagen when

the only rooms left appeared to be in Sweden.

A major task for IO/C over the next two years will be the planning and support of Asia-Pacific Economic Cooperation events, which the United States will host in 2011. APEC, which facilitates cooperation and economic interdependence of Asia-Pacific economies, will hold dozens of meetings across the U.S. in 2011, beginning with a symposium and informal meeting of senior officials at the East-West Center in Honolulu, Hawaii.

IO/C has established an APEC team that will work with other Department bureaus to choose event venues, set up registration procedures and develop a Web site and logistics for the meetings. The culmination of the meetings will be the APEC Leaders Meeting, which will bring together key APEC economic figures and more than 10,000 public- and private-sector participants. Logistical planning will be complicated, ranging from organizing a shuttle bus network for delegates between venues to creating information stands.

IO/C expects another busy year in 2010 and looks forward to working with delegates to upcoming conferences. ■

*The author was an intern in the office and graduates with a master's degree this month from Georgetown University.*

# Word Master

FSO makes obscure language comprehensible /// *By Donna L. Hopkins*

It is not unusual for American diplomats to devote off-duty time and energy to promoting international understanding and goodwill. It is not as common, however, for them to turn their language skills and experience into actual, publishable dictionaries—as an after-hours hobby and for the benefit of others.

Carleton Bulkin, a Foreign Service officer in the Bureau of European and Eurasian Affairs, recently published a first-of-its-kind, Dari-English dictionary for travelers, businesspeople, and

government and relief personnel. One of the two official languages of Afghanistan, Dari is that nation's main language of administration, as it was for the Mughal emperors in centuries past.

Dari is closely related to Farsi, used in Iran, and to Tajik, used in Tajikistan. In fact, only in 1964 did Dari become Kabul's official name for the Afghan language it previously called Farsi. Linguists know Dari as Eastern Persian or Dari Persian, whereas the language of Iran is Western Persian.

## Key Terms

Bulkin's dictionary, published by Hippocrene Books in February, uses both Dari Persian script and phonetic transcriptions. With more than 35,000 entries, it contains important cultural, military, political, health and grammatical terminology. The Department provided no material support to the project.

Bulkin has donated the royalties to charity organizations working in Afghanistan. He commissioned one of the charities, Rory Stewart's Turquoise

Mountain Foundation, to have an Afghan artist produce an original Dari calligraphic frontispiece for the cover and title page. The other charity receiving a portion of the royalties, the International Committee of the Red Cross, visits detainees and prisoners in Afghanistan, and is active in the health care sector.

## Multilingual Talent

A talented linguist and translator, Bulkin is also proficient in Russian, Czech, Hungarian, and Spanish. During his Dari



Dictionary author Carleton Bulkin serves in the Bureau of European and Eurasian Affairs.

PHOTOGRAPHS: ED WARNER





language course at the Foreign Service Institute in 2006-2007, as he and fellow students struggled to remember vocabulary with no published English-Dari dictionary to draw from, Bulkin began compiling a rudimentary glossary and shared his work with those who wanted it.

One fellow student, Mai-Thao Nguyen, assisted with the initial project design and layout, turning database entries into flash cards. Meanwhile, one of Bulkin's former Hungarian language instructors encouraged him to think of publishing the work, as did his Dari instructors and language coordinator.

Bulkin completed the Dari course and began his tour in Kabul as a political-military officer, using the language in meetings with government

officials and when traveling to speak with Afghan police trainees. He kept working on the Dari dictionary during off-hours after being assigned as deputy director for North Atlantic Treaty Organization operations in EUR's Office of European Security and Political Affairs. The NATO Operations team portfolio includes issues related to Allied commitments in Afghanistan.

Bulkin's facility with languages pre-dates his Foreign Service career. He has a master's degree in Slavic Languages and Literatures from Indiana University, where he studied Russian and Czech. When the Berlin Wall came down, he moved to then-Czechoslovakia, determined to put his Czech language skills to the test.

"It was a wonderful time," he said. "Many of the people I met

are still good friends today. Fewer Czechs spoke English then than today, so it was a real cultural immersion."

### Memoir Translated

When he returned to the Czech Republic in 1994 to work as a Fawcett Fellow at the U.S. Embassy in Prague, he was asked to take on the annual human rights report for Czechoslovakia. That assignment led to an abiding interest in the Roma of Eastern Europe, which some call Gypsies. He translated a rare memoir by a Romani woman, Ilona Lacková, from Czech to English. He also began translating interwar Czech authors as a hobby. On the side, he taught himself some of the Romani language to better understand the situation of the Roma.

In addition to Kabul, Prague and EUR/RPM, Bulkin has served in Budapest, Moscow and Havana. This fall, he will return to FSI to begin training for his upcoming assignment to Embassy Rabat, which entails two years of Arabic.

Is he intimidated by the challenge of learning yet another new language?

"The truth is, I'm looking forward to it," he said.

Bulkin continues to work on the Dari dictionary manuscript and welcomes input and suggestions from colleagues at [daridictionary@yahoo.com](mailto:daridictionary@yahoo.com). ■

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*The author works in the Office of Plans, Policy and Analysis of the Bureau of Political Military Affairs.*





# Water, Water Everywhere

**Is It Safe to Drink? III** By Saeed Rahimi

People purify home tap water for various reasons, including better taste, safety or economics (to offset the cost of bottled water). Where drinking water is not as safe as it should be, choosing a reliable home water purification system is vital. With a plethora of options available, such a task can seem daunting. How do you sort it all out?

First, you must determine which, if any, contaminants exist in your tap water. One method is to hire a certified laboratory to test your water supply. Or you can consult your utility company's annual water-quality report, usually available online in the United States. Most likely, you will find that chemical contaminants fall within the acceptable levels set by the Environmental Protection Agency.

Still, some consumers may be concerned about levels of lead, which can vary from home to home. Another concern might be an objectionable odor or taste from high chlorine levels. Once you have identified the cause for concern, you are then ready to choose the right treatment system to target your contaminants.

But first, an important decision must be made. Do you want to purify all the water that enters your house or just your drinking water? Point-of-entry units treat incoming water before it gets distributed throughout the house and are installed on the water service pipe, directly after the meter. However, most consumers choose point-of-use units to treat their drinking water at a single location or tap. These units include filtered pitchers, faucet-mounted devices, countertop units and under-the-sink devices.

Next, you need to decide on a treatment method. Adsorption filters will filter out most pollutants of concern. These filters use activated carbon and other adsorptive media to attract and trap chlorine, particulate matter and organic contaminants.

Look for National Sanitation Foundation-certified filters. The nonprofit foundation develops standards for evaluation and certification of drinking-water treatment devices that are acceptable to many national and international public health organizations such as the Food and Drug Administration and World Health Organization.

National Sanitation Foundation Standard #53-compliant filters are certified to substantially reduce hazardous contaminants such as disinfection byproducts, parasites and heavy metals such as lead and copper. Adsorption filters certified to meet National Sanitation Foundation Standard #42 effectively reduce contaminants causing

objectionable odor and taste. To amplify their effectiveness, many filters may also include an ion exchange resin filter to help reduce heavy metals. Such filters tend to be economical and satisfactory for the average consumer.

Another widely used treatment technology is reverse osmosis. Reverse osmosis employs a semi-permeable membrane to separate chemicals and minerals from water. Reverse osmosis units meeting National Sanitation Foundation Standard #58 are ensured to be effective in removing hardness, nitrates, sodium, lead, copper, arsenic and fluoride. Reverse osmosis filters remove some organic chemicals, but often a secondary carbon adsorption filter is added after the membrane for this purpose. Although considered technologically advanced, reverse osmosis units waste substantial amounts of water during the treatment process. They are also large and cost from \$300 to \$3,000.

Finally, distillers work by boiling water and collecting the re-condensed steam as purified water in a separate chamber. Usually seen as countertop units, distillers are also effective for removing bacteria and heavy metals, such as lead, copper, chromium and cadmium. The distiller should be equipped with an adsorptive carbon pre-filter to remove organic chemicals such as pesticides. If these chemicals were to pass through the unit along with the steam, they could potentially contaminate the purified water. While distillation is an effective treatment, it is energy-intensive and expensive and can take up to four hours to produce one gallon of distilled water. Many people complain of a flat taste resulting from the removal of some minerals that give water its characteristic taste.

No system will perform well over time without sustained maintenance. If allowed to build up, contaminants can render filters ineffective and pollute your water supply by injecting bacteria and chemicals back into your water. So be sure to investigate maintenance requirements and service contracts.

Finally, take note of the National Sanitation Foundation safety standards and check [www.nsf.com](http://www.nsf.com) for consumer tips on home water purification systems. Happy drinking! ■

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*Certified Industrial Hygienist Saeed Rahimi works in the Office of Safety, Health and Environmental Management in the Bureau of Overseas Buildings Operations.*

# Stability Operations

## FSI tries a new approach to interagency training

The health clinic is crowded as Afghans and Americans exchange greetings and begin a discussion of community health problems. Watchful U.S. soldiers stand guard outside. Inside, local elders complain to visiting members of the Provincial Reconstruction Team that the PRT-funded clinic is not well built. The provincial public health director laments that he gets no support from Kabul and asks the PRT for more money and training for staff.

The lead PRT representative inquires about a recent cholera outbreak and asks to tour the building and the clinic's medicine supply. An elder pulls aside a PRT official to whisper that a well-known insurgent may be hiding in the village. A nongovernmental organization representative discreetly relays information to another PRT member about alleged corruption at the clinic.

Another mission in Afghanistan? Not exactly. The scenario is actually part of a Foreign Service Institute-led training program in Indiana, at the Muscatatuck Urban Training Center, supported by the Department of Defense and the Indiana National Guard. It is one of a number of courses run by the Stability Operations Division at FSI's School of Professional and Area Studies to prepare civilians to work in an interagency civilian-military environment in Afghanistan, Iraq or other nations in transition.

The Stability Operations Division is FSI's umbrella for interagency training for cross-cutting stabilization issues. Courses fall into two tracks: pre-deployment training for Afghanistan and Iraq, and stabilization and reconstruction fundamentals for interagency teams working in fragile nations.

The Stability Operations Division staff includes Foreign Service officers, country experts and educational specialists. The courses draw expert speakers from across the U.S. government, nongovernmental organizations and academia. Students come from such agencies as the U.S. Agency for International Development and the departments of State, Defense, Agriculture, Commerce, Justice, Treasury, Homeland Security, Health and Human Services and others. The interagency environment fosters classroom collaboration, which translates into a more effective working relationship in the field.

"The division was created to fill the need for specialized training in response to the changing missions of our diplomats, development specialists and other personnel serving in combat zones and transitional countries," said FSI Director Dr. Ruth Whiteside. "The course offerings reflect today's highest foreign policy priorities."

### Afghanistan

The clinic vignette mentioned earlier is part of the Interagency Civilian-Military Integration Training Exercise (RS510), one of three mandatory FSI courses for U.S. government civilians assigned to Afghanistan. Together with the one-week Afghanistan Familiarization Course (RS415) and the PRT Orientation Program (AR421), RS510 completes a three-week curriculum that prepares civilians for deployment to military facilities outside of Kabul. Civilians are also required to take the Bureau of Diplomatic Security's FACT course (OT610).

The Afghan Familiarization Course provides fundamental instruction for all U.S. government civilians assigned to Afghanistan or deployed on extended temporary duty. Since July 2009, almost 700 students have taken the course. The PRT Orientation delves deeper into topics essential for personnel assigned as members of a civil-military field team. The final field-based exercise builds on two weeks of sessions in the classroom.

FSI's three-week Afghanistan curriculum supports President Obama's strategy of increasing the civilian effort in Afghanistan. The training reflects the Department's commitment to ensure that all U.S. employees—whether seasoned diplomats and field agents or technical experts hired specifically for Afghanistan—have the right tools to start their assignments.

### Iraq

Stability Operations offers an Iraq Familiarization Course (FT610) almost weekly and a monthly classroom PRT Orientation Course (AR420). The earliest version of the familiarization course started in late 2004; more than 3,000 students have participated since 2007. This orientation course includes an overview of Iraq's history and cultures, the U.S. mission, diplomatic security support and other resources for Iraq-bound personnel. The Iraq PRT Training Course, first offered in February 2007, consists of five educational modules covering PRT strategy and orientation, governance and reconciliation, agency partners and resources, operational application and PRT preparedness. The program has trained more than 1,100 people since its inception.

### Reconstruction and Stabilization

The Office of the Coordinator for Reconstruction and Stabilization was created in 2004 in recognition of the need for the U.S. government to dramatically improve its performance in the area of reconstruction and stabilization. In 2009, Foundations of Interagency Reconstruction and Stabilization Operations (RS500) was created in collaboration with S/CRS and USAID to provide an introduction to reconstruction and stabilization for U.S. government civilian and military employees, as well as staff from key international partners.

The course seeks to train staff to engage and coordinate a whole-of-government reconstruction and stabilization response to the challenges of conflicts. The monthly two-week course aims to build a cadre of experts—primarily for the U.S. government's Civilian Response Corps—who are trained and ready to be mobilized for reconstruction and stabilization activities.

In addition to the courses described here, FSI offers a range of courses for employees assigned to Iraq and Afghanistan, including language and leadership courses. Information about all of FSI's Afghanistan and Iraq training courses is at <http://fsi.state.gov/languages/afghanistan/default.asp> and <http://fsi.state.gov/languages/iraqi/default.asp>. ■



# New Year, New Talents

'Black Cowboy' Highlights Arts Offerings /// *By John Bentel*

The Foreign Affairs Recreation Association and State of the Arts Cultural Series rang in the New Year with a talented array of musicians and singers that included New York City's Allan Harris, also known as the Black Cowboy.

In January, Maria Martinez, a cellist from Spain, and Mia Elezovic, a Croatian piano accompanist, delighted a State Department audience with their classical selections of the *Cassado Sonata in A minor* by Gaspari Cassado I Moreu and *Adagio and Allegro* by Robert Schumann. However, it was Astor Piazzolla's *Grand Tango*, played with seamless precision, that was the real crowd pleaser. A relaxed audience rewarded this dynamic duo with resounding applause.

Soprano Ashley Cunningham and piano accompanist Andrew Luse presented a delightful program of Broadway show tunes. Their selections included Harold Arlen's *Somewhere over the Rainbow*, Frederick Loewe's *I Could Have Danced All Night* and Cole Porter's *In the Still of the Night*. Cunningham's visual interpretation of the music reflected her musical theater background, and Luse easily interpreted the different moods of her vocals.

In February, Harris presented his original composition, *Cross That River*, for State of the Arts' celebration of Black History Month. His work is the first part of a trilogy that follows the journey of a slave who escapes from a plantation and joins a cattle drive out West. The tunes meld country, bluegrass, folk, jazz, gospel, blues and Native-American music. Between 1866



and 1896, roughly 8,000 black cowboys, about one-fourth of all cowboys, worked the cattle drives.

Harris' accompanists included Paul Beaudry on bass, Alan Grubner on violin and Dan Kaufman on keyboard. Soara-Joye Ross and Wendy Fox showcased their musical talent and provided just the right theatrical vocals for this delightful production. The audience showered them all with applause.

Classical pianist Maxwell Brown, who began his studies at age 11 under the

tutelage of Eleanor Fulton, presented a program consisting of Robert Schumann's *Viennese Carnival*, Op. 26, and Edvard Grieg's *Six Lyric Pieces*, Op. 43. A relaxed audience showed great appreciation for his brilliant and sensitive rendering.

A final note: In an earlier State of the Arts, I mis-identified Puccini's aria *O mio babbino caro* as *O mio bambino caro*. ■

*The author is director of Information Resources Management in the Executive Secretariat.*

## Upcoming Events

Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium (unless otherwise noted)

**May 12**

Department of State and college students of Caryl Traten Fisher

**May 26**

Alba Matos, pianist, and Servio Righani, vocalist

**June 2**

Pianist Wayne Dorsey presents an all-Chopin program

**June 16**

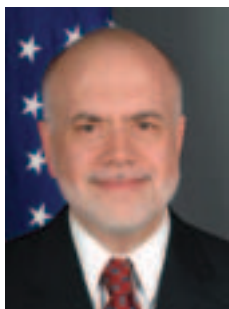
Fabian Faccio, piano, and Mauricio Betanzo, cello

**June 30**

American Youth Harp Ensemble

**July 14**

Piano Prodigies



### U.S. Ambassador to Nepal

Scott H. DeLisi of Minnesota, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Federal Democratic Republic of Nepal. Previously, he was director for Career Development and Assignments in the Bureau of Human Resources. Before

that, he was ambassador to Eritrea. His postings include Gaborone, where he was deputy chief of mission, as well as Sri Lanka, Pakistan, Madagascar and India. He is married and has three children and one granddaughter.



### U.S. Representative to the U.N. Human Rights Council

Eileen Chamberlain Donahoe of California, a lawyer and human rights expert, is the new U.S. Representative to the U.N. Human Rights Council, with the rank of Ambassador. Previously, she was a scholar at the Center for International Security

and Cooperation at Stanford University. Her research focused on U.N. reform and rule of law. She has been a litigation associate at a Silicon Valley law firm and a teaching fellow at Stanford Law School. She has worked with various human rights organizations.



### U.S. Representative to the Organization for Security and Cooperation in Europe

Ian C. Kelly of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Representative to the Organization for Security and Cooperation in Europe, with the rank

of Ambassador. Previously, he was the Department spokesperson. Before that, he was director of the Office of Russian Affairs. His postings include Brussels (U.S. Mission to the North Atlantic Treaty Organization), Rome, Ankara, Belgrade, Leningrad and Moscow.



### U.S. Representative to the Conference on Disarmament

Laura E. Kennedy of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, was accorded the rank of Ambassador during her tenure as U.S. Representative to the Conference on Disarmament. Previously, she was interna-

tional affairs advisor and deputy commandant of the National War College. She was ambassador to Turkmenistan and chargé d'affaires in Armenia. Other postings include Turkey, the Soviet Union and Vienna. She is married and has two children.



### U.S. Representative to the Office of the United Nations and Other International Organizations

Betty E. King of New York, a government official, is the new U.S. Representative to the Office of the United Nations and Other International Organizations, with the rank

of Ambassador. She was U.S. representative to the U.N. Economic and Social Council under presidents Bill Clinton and George W. Bush, where she worked on human rights, development, children, aging and population issues. She has an extensive background in philanthropy and has held government positions in the District of Columbia and Arkansas.



### U.S. Ambassador to the Philippines

Harry K. Thomas Jr. of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of the Philippines. Previously, he was Director General of the Foreign Service and Direc-

tor of Human Resources and ambassador to Bangladesh. His other overseas postings were Lima, Kaduna, Harare and New Delhi. He is married and has one child.





**Richard Alan Bruno**, 59, a retired Foreign Service regional medical officer, died Jan. 12 during the earthquake in Haiti while volunteering there with a group of students from Lynn University in Florida, where he was a teacher. His postings included Nigeria, Germany, South Africa, Saudi Arabia and Florida.



**Fernleigh R. "Red" Graninger**, 94, died Dec. 16 in Montgomery County, Md. He served in the Office of Strategic Services during World War II and joined the Department in 1946. He was director of audio-visual services and special assistant to three secretaries of state and participated in presidential visits and summit meetings. He retired in 1973 and later moved to Burtonsville, Md. He was a Boy Scout leader, Mason, Lion and Red Cross blood

drive organizer and donor.



**Dorothy R. Dillon**, 92, a retired Foreign Service officer, died Jan. 31 after a long illness. She joined the Department's Bureau of Intelligence and Research in 1951 and in 1953 transferred to the U.S. Information Agency. Her postings included assistant director for Latin America, Manila and Guatemala. After retiring in 1978, she was director of the Washington Center for Latin America.



**Shirley McLellan Hachey**, 57, a retired Foreign Service officer, died Feb. 15 from metastatic breast cancer. She lived in Bethesda, Md. She was posted to Damascus, Amman, Manila and Abu Dhabi along with her Foreign Service husband Bob Hachey. She retired in 2005 and continued to work as a Department contractor until 2007. She volunteered at Georgetown University Hospital to counsel other breast cancer patients and supported animal shelters in

the Washington area.



**Ulla S. Duncan**, 76, wife of retired Foreign Service officer Dillard Duncan, died Dec. 16 of Alzheimer's disease in Gettysburg, Pa. After meeting and marrying her husband in Moscow in 1954, she accompanied him on assignments to Rome, Budapest, Helsinki, Quito, Rabat, Lome, Madrid, Botswana and Buenos Aires. After retirement, she enjoyed traveling and jewelry work.



**Tobias "Toby" Hartwick**, 88, a retired Foreign Service officer, died Oct. 16 from Alzheimer's disease in Wellington, New Zealand. He served in Europe during World War II and joined the Department in 1952. His postings included Guatemala, Spain, Benin and New Zealand. He retired in 1980.



**William Wendell Meek**, a retired Foreign Service officer, died Nov. 6 in Vero Beach, Fla. He served in the Navy in the Pacific during World War II and joined the Department in 1951. After retiring in 1972, he lived in Texas and Florida, where he enjoyed travel, golf and billiards.



**Aubrey Powers**, 63, a Foreign Service employee, died Feb. 1 in Frankfurt, Germany. He spent 20 years in the military, including tours as a Green Beret in Vietnam and 17 years in the Foreign Service. He was posted twice to both Frankfurt and Bangkok. He traveled extensively throughout Europe, Asia, Africa, the Middle East and Oceania and had a great zeal for life.



**Lee R. Reynolds**, 80, a retired Foreign Service secretary, died Dec. 27 at her home in Knoxville, Tenn., after an extended illness. After working for the FBI, she joined the Department in 1954 and was posted to Vientiane and Manila, where she met her husband. They then served together in Iran, Mauritania, Morocco, Algeria, Nigeria, Zaire and Senegal. They retired to Tennessee in 1983.



**Francis E. Shafer**, 82, a retired Foreign Service officer, died Feb. 28 from complications of Parkinson's disease at his home in McLean, Va. He joined the Department in 1965 and reported on Africa's natural resources. He was posted to Cairo, Lebanon, New Delhi and Johannesburg. After retiring in 1987, he was active in the Safari Club International Exposition. He collected coins and stamps and was active in his church and community.



**Stephen J. Shogi**, 68, a retired Foreign Service and Civil Service officer, died Jan. 26 after a brief illness. He was a communications officer in Caracas, Dacca (East Pakistan), London, Moscow and Manila. He became the senior administrative officer of the newly formed Diplomatic Telecommunications Service Program Office. He moved to Bethany Beach, Del., after retiring in 1997. He loved living at the beach.

**Charles T. Sylvester**, 75, a retired Foreign Service officer, died Feb. 7 in Hereford, Ariz. He was a Navy pilot for six years before joining the Department in 1961. He served in France, Vietnam, Taiwan, Norway and China, where he had lived as a child. His final tour was as consul general in Shanghai. After retiring in 1989, he lived in Bernardston, Mass., where he was a selectman. He moved to Hereford in 2002.





**Bert M. Tollefson Jr.**, 80, a retired U.S. Agency for International Development employee, died Jan. 19 of cardiac arrest in Sioux Falls, S.D. He served in the Army National Guard during the Korean War. A presidential appointee during the Nixon Administration, he served as USAID assistant administrator for Legislative and Public Affairs and mission director in Kenya. After retirement, he was active in Republican Party politics and was a real

estate agent in Phoenix, Ariz.



**Merrill C. "Buzz" Wohlman**, 56, a Bureau of Diplomatic Security special agent, died Jan. 24 of cancer in Statesboro, Ga. He joined the Foreign Service in 1986 and served in El Salvador, Turkey, Mexico, Cairo, Miami, Salt Lake City and Atlanta. He was an avid outdoorsman who loved skiing, scuba diving, camping and four-wheeling in the desert.

## In the event of a death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

# Retirements

## Foreign Service

Angell, Wanda K.  
Boecker, Antoinette Rose  
Fonteneau, Alfred F.  
Irizarry, Jose A.  
Kennedy, J. Christian  
Lee, Harvey Samuel

Mitchell, Mona M.  
O'Donnell, Patricia Anne  
Putnam, Evelyn Ululani  
Reca, Helena L.  
Syrett, Anthony

## Civil Service

Battle, Gladys T.L.  
Carroll, Deborah  
Cheman, Michael Gerard  
Hayden, Diane  
Holmes, Eliana Paris

Latham, Mark Wesley  
Lindberg, Arthur  
Taylor, Dorothy  
Thomas, Jeffrey C.  
Ward, Sarah A.

# Creating Order Out of Chaos

When the U.S. Embassy in Santiago emptied on Friday, Feb. 26, all staffers' thoughts were focused on the pending Monday visit by Secretary of State Hillary Rodham Clinton. Less than 12 hours later, that focus was redirected by nature's power, the giant 8.8 magnitude earthquake that struck Chile and created chaos throughout the country. The embassy responded with dispatch and precision. Early arrivers physically stabilized the embassy itself; RSO David Kuhlman started the process of accounting for the more than 300 staff and families under Chief of Mission authority; and DCM Carol Urban took charge of the task force set up to bring order to the chaos enveloping the country.

Oh, yes. Amid all the turmoil, the embassy staff managed to coordinate an abbreviated airport-only visit by the Secretary, capped off by a virtual "meet and greet" from her airplane with staffers gathered in the chancery building.

Some 270,000 Sudanese, victims of the Darfur conflict, live in 12 refugee camps in Chad. Their lives are full of dusty 115-degree heat—and hopes of someday returning home. Until that day, the Bureau of Population, Refugees and Migration is partnering with the U.N. High Commissioner for Refugees and other U.N. agencies and nongovernmental organizations to bring a sense of normalcy and dignity to the refugees.

In 2009, the bureau programmed some \$45 million for its partners in Chad to provide help for the refugees in areas such as health, water, sanitation and education. Bureau staff members monitor and evaluate the programs to ensure the funds are used properly and efficiently.



While the Department and its employees are renowned—rightfully so—for their linguistic prowess, some languages can be incomprehensible even to the multilingual Farsi and Urdu speaker. How do you say "protocol" in Facebook? How can you translate a free-trade agreement on Twitter? How do you research the differences between the Patagonia and Chaco regions of Argentina on your BlackBerry?

The Department has an app for that—the Reverse Mentoring Demonstration Project. Sponsored by the Office of Civil Rights and the Young Professionals Society, this twist on traditional mentoring pairs senior Department principals with much-less-senior colleagues who grew up with social media and new technologies. Entry- to mid-level employees teach senior Civil Service and Foreign Service officers about new technologies such as Facebook, Twitter, iPods and BlackBerrys. In return for that hands-on training, the mentors get insights into the senior officers' experiences.

And nobody LOLs.

Last but not least, a final salute to our colleagues en route to their final posting: *Richard Alan Bruno; Dorothy R. Dillon; Ulla S. Duncan; Fernleigh R. "Red" Graniger; Shirley McLellan Hachey; Tobias "Toby" Hartwick; William Wendell Meek; Aubrey Powers; Lee R. Reynolds;*

*Francis E. Shafer; Stephen J. Shogi; Charles T. Sylvester; Bert M. Tollefson Jr.; and Merrill C. "Buzz" Wohlman.* ■

*Rob Wiley*  
Rob Wiley  
Editor-in-Chief

## COMING IN JUNE

>>> Incentives for Unaccompanied Tours Boost Morale

>>> FSI Adapts A-100 Class to Diplomacy 3.0 Needs

>>> U.S. Mission Seeks to Engage African Union

... and much more!





# LYING IN STATE: OVERHEARD AT THE REUNION







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